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Ministry
Annual Service Plan
Reports 2007/08

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Ministry Annual Service Plan Reports

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Office of the
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2007/08
Annual Service Plan Report

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Office of the Premier
PO BOX 9041
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VICTORIA BC
V8W 9V1

or visit our website at
www.gov.bc.ca/prem/

Published by the Office of the Premier

Message from the Premier and Accountability Statement

I am pleased to present the *Office of the Premier 2007/08 Annual Service Plan Report.*

The Office of the Premier provides leadership in setting and achieving the goals and priorities found in the *Province of British Columbia Strategic Plan.*

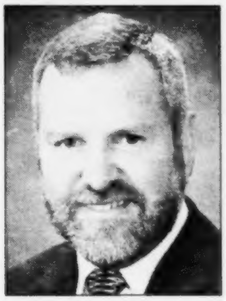
The Office of the Premier acts as a guide for ministries, Crown agencies and other government organizations to help them fulfil their responsibilities according to the government strategic plan and vision. This advice and guidance helps to ensure that the services that need cross government co-ordination are delivered and that programs that are important to British Columbians are in place.

I am proud to report that in 2007/08 the government made great strides toward realizing our vision. We have taken aggressive action on climate change, held the largest public discussion on health care in history, and made progress in becoming Canada's Pacific Gateway. We have worked to provide a system to support those most vulnerable, make post-secondary education more accessible, and gave people choices on how to live a health lifestyle, for both themselves and the environment. This report identifies how the Office of the Premier led and supported government to achieve successes.

In accordance with the *Budget Transparency and Accountability Act,* the *Office of the Premier 2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Office's 2007/08 – 2009/10 Service Plan. I am accountable for those results as reported. The Office of the Premier is committed to fiscal management, transparency and accountability.

Honourable Gordon Campbell
Premier

June 20, 2008



Message from the Minister of State and Accountability Statement

British Columbia continued to chart a strong intergovernmental and international course this past year, leveraging existing relationships and forging new bonds with jurisdictions in Canada, the U.S., and around the world.

The Intergovernmental Relations Secretariat in the Office of the Premier supported the promotion of British Columbia's priorities to the federal government, resulting in significant benefits to programs that improve the province's labour market, support B.C. communities and enhance our infrastructure.

B.C.'s future lies in building stronger relationships in the Asia-Pacific. Premier Campbell's mission to China and India built important government, trade and academic connections and profiled B.C.'s clean technology and research sectors. In September, the opening of the Port of Prince Rupert also included the signing of a friendship agreement with the Port of Ningbo, China, further strengthening the promise of the Pacific Gateway.

The province's decisive action on climate change is an opportunity to work with like-minded jurisdictions, especially along the Pacific coast, to maximize results and benefits of action for British Columbians. Agreements signed this year with California, Washington and Oregon have created partnerships for action on a range of initiatives to position Pacific North America as the hub of innovation and sustainable living. British Columbia also hosted Canada's Premiers at a Council of the Federation forum examining opportunities for collaboration to adapt to climate change.

British Columbia's prosperity depends on the efficient movement of people and goods and secure borders that are open to legitimate travel and trade. The province advocated with both the Canadian and U.S. federal governments for a smart, risk-management approach to the border that identifies and acts on the real risks to security while permitting legitimate trade and travel to move freely. B.C. has led the development of the enhanced driver's licence as a secure, practical and convenient alternative to the passport requirement for travel by land and sea from Canada into the U.S.

The Office of Protocol continued to ensure appropriate B.C. representation in dealings with representatives of all foreign governments — including with the Consular Corps, representing 87 countries. The province saw approximately 148 visits of dignitaries and delegations from 59 countries, including delegations numbering into the hundreds.

Ensuring that British Columbia continues to increase its capacity to service its francophone community and raising the profile of the B.C. francophone community was also an important priority. At the annual Ministerial Conference on the Canadian Francophonie, B.C. pressed for renewal of the agreements we have with the federal government on French-language services to help ensure B.C. remains a welcoming province for French-speakers and allow us to attract new francophone immigrants to B.C. As well, the province's francophone heritage, cultural diversity and contribution to both our province and country were highlighted as an important part of the BC150 anniversary.

On behalf of British Columbians, I thank all ministry staff for their exceptional professionalism and dedication during the past year. Their contributions have led to the achievements outlined in this report, and they are a big part of B.C.'s continued success on the national and international stage.

John van Dongen

Honourable John van Dongen
Minister of State for Intergovernmental Relations

June 20, 2008

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Highlights of the Year

In 2007/08, the Office of the Premier led government in delivering its vision of a prosperous and healthy British Columbia, for now and in the future.

The 2008/2009 – 2010/11 Government Strategic Plan sets out the desired outcomes for the province and some key actions for those outcomes to be achieved. These outcomes relate directly to achieving the Five Great Goals.

Government has committed to the fight against climate change. Legislation has been enacted that commits to a 33 per cent reduction in greenhouse gas emissions by 2020, and government will be carbon neutral by 2010. The B.C. Energy Plan sets us on a path to being energy self-sufficient by 2016, and all new electricity produced must have zero net greenhouse gas emissions. *The B.C. Building Code* is being improved to reflect the principles of energy efficiency, and the $14 billion Transit Plan will help reduce our carbon footprint.

Closing the gap in health, housing, education, and economic opportunities between First Nations and other British Columbians, and concluding treaties is a priority for Government. An historic milestone was reached in 2007/08 with the conclusion of treaty negotiations and the introduction of modern day treaty legislation with the Tsawwassen First Nation, and the five Maa-nulth First Nations.

The biggest public discussion on health care, The Conversation on Health, wrapped up in 2007/08. Thousands of people from around the province gave their input on how to strengthen our health care system within the *Canada Health Act*. The clear message was that British Columbians want a resilient and sustainable public health care system that delivers services to one and all, regardless of where they live, where they are from, or their income. They have given government a mandate to reform the health care system to create more choice, address vulnerabilities, find efficiencies and enhance our strengths.

Government is committed to actions that increase affordable housing choices, reduce homelessness and to help those who cannot help themselves, and progress continues to be made through the Housing Matters Strategy.

In 2007, the Asia Pacific Initiative was released, laying the foundation to being recognized as Canada's gateway to the Pacific. In support of this goal, infrastructure development projects have been undertaken, such as the Kicking Horse Canyon $300 million Park Bridge, and the $170 million Fairview Container Terminal in Prince Rupert.

Giving children a good start to life is important to everyone in British Columbia. To date, 86 StrongStart centres have been opened province-wide; by 2010 they will number 400. Post-secondary education is strongly linked to a productive economy. Every student in British Columbia with a B average or higher now has access to post-secondary education in the province.

Due in part to the aging demographic, skill shortages will be felt in many professions in the province. Immigration can help to address these shortages. The province is working to ensure that immigrants can make a smooth transition into the communities around B.C.

The Office of the Premier worked with Ministries and government leaders to ensure that these priorities were understood and were being implemented.

Intergovernmental initiatives are also important for the well-being of British Columbians. There was progress on several cross-jurisdictional initiatives in 2007/2008. For example, climate change agreements were reached with California, Washington, Oregon, and Manitoba and new federal funding was levered for Pacific Gateway infrastructure.

In 2007, the first annual update of the Corporate Human Resource Plan, *Being the Best*, was released. Building on the original 2006 edition, the plan lays out the transformation that is and will be experienced in the public service. The aging workforce, increased competition for skilled employees and, new and increased demands on our personal lives have led to the development of the three main priority areas in the plan: building our internal capacity, improving our competitiveness, and managing for results.

Purpose of Ministry

The Premier serves as the President of the Executive Council of the Government of British Columbia. The Office of the Premier leads and co-ordinates the work of ministries and agencies across government. The Office of the Premier provides a leadership role that supports decision-makers, ensures effective service delivery, and promotes positive intergovernmental relations. Additionally, the Office of the Premier works closely with Cabinet and government members to support them in their work.

The Office:

- Articulates government's goals, commitments, and priorities;
- Works with ministries and Crown agencies to ensure their understanding of those goals, commitments and priorities, and to track and monitor implementation of them;
- Leads the Public Service and, with the Deputy Minister's Council, leads implementation of government's corporate human resource plan *Being the Best;*
- Provides administrative support for the operations and decision-making processes of Cabinet and its Committees; and
- Works with all ministries and Crown agencies to ensure relations with federal, provincial, territorial and international governments advance British Columbia's interests.

Strategic Context

Government has established a challenging and forward looking agenda to reach the Five Great Goals. Good leadership, innovation, vision and co-ordination are key aspects in making our province successful. The Office of the Premier leads and supports ministries and Crown agencies in the implementation of government's agenda.

The citizens of British Columbia expect that they will receive services in a seamless and timely manner. It is a key objective of government to provide the services that people need in the best and most effective way possible. This often requires the collaboration of many ministries and agencies across government. The Government Caucus Committee on Natural Resources and the Environment and the Government Caucus Committee on Social Development were created to support cross-government collaboration.

There is a changing demographic in British Columbia. The Baby Boom generation is approaching retirement age leaving a gap in the workforce. Like many other employers, the B.C. Public Service is undergoing a significant transformation due to the aging population, the increasingly competitive marketplace for skilled employees and the changing needs of the public that we serve. These changes pose challenges to attract and retain employees, while maintaining the needs of British Columbians.

The entire world is feeling the effects of climate change. British Columbia is not an exception. Unseasonably warm winters have helped to elevate the spread of the mountain pine beetle and we have experienced serious flooding across the province. As a province we have to commit to climate action, and protecting the environment for our children and grandchildren. The province is committed to working with our partners around the world in finding innovative solutions and strategies to combat climate change.

The presence of the mountain pine beetle and the crash of the sub-prime housing market in the United States have had devastating effects on the provinces forestry sector. Government is working with stakeholders to find innovative options for the communities affected.

British Columbia's economy continued its strong performance in 2007. Employment grew faster than the province's labour force, pushing the unemployment rate down to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

B.C. continues to have a positive relationship with the federal government, giving us the opportunity to bring the needs of British Columbians to the forefront at a national level. We have built strong partnerships that will help to provide better services to the people in our province.

Report on Performance

Progress in achieving the Office of the Premier's goals and objectives is assessed through a comparison of actual results with targets, below.

Performance Plan Summary Table

Goal 1: Government's Strategic Plan priorities are implemented	**2007/08 Target**	**2007/08 Actual**
1.1 Lead the successful development and implementation of the Government Strategic Plan Government Strategic Plan in place to guide public service activities	Strategic Plan updated	Achieved
Goal 2: Ministry and Crown agency activities are aligned with government's priorities and integrated	**2007/08 Target**	**2007/08 Actual**
2.1 Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input Ministry and Crown agency service plans advance the Government Strategic plan	Ministry and Crown agency service plans reflect the Government Strategic Plan	Achieved
New initiatives underway	90%	Achieved
Performance Agreements for Deputy and Associate Deputy Ministers	100%	Achieved
Goal 3: Government is successful in achieving its intergovernmental relations objectives	**2007/08 Target**	**2007/08 Actual**
3.1 Lead the development and implementation of government's Intergovernmental Relations Plan Intergovernmental relations objectives are achieved	Progress on key issues	Achieved
Goal 4: The public service is well positioned to deliver government programs for British Columbians	**2007/08 Target**	**2007/08 Actual**
4.1 Lead the public service and ensure Human Resource Plan initiatives are underway Implement public service Human Resource Plan	Corporate Human Resource Plan updated and ministry workforce plans in place and being implemented	Achieved
Goal 5 : Cabinet and Cabinet Committees are able to make timely and well-informed decisions	**2007/08 Target**	**2007/08 Actual**
5.1 Support Cabinet and Government Caucus Committees Cabinet receives timely and effective advice	Cabinet Committees provide advice on all key public policy recommendations and plans	Achieved

Goals, Objectives, Strategies and Performance Results

The Office of the Premier's service plan goals and objectives establish the framework through which it delivers its supports to government.

Goal 1: Government's Strategic Plan Priorities are implemented

Objective 1.1: Lead the successful development and implementation of the Government Strategic Plan

Strategies

Key strategies for this objective include:

- supporting the Executive Council to develop Government's Strategic Plan; and
- assisting ministries to develop strategies and plans to achieve the measures and targets established in the Strategic Plan.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Government's Strategic Plan in place to guide public service activities	Strategic Plan tabled	Strategic Plan tabled	Strategic Plan updated	ACHIEVED

Data Source: Deputy Ministers' Policy Secretariat.

Discussion of Results

The Government Strategic Plan identifies a number of key initiatives that support the Five Great Goals of government. These initiatives are being delivered by government ministries and Crown agencies. The Strategic Plan describes the performance measures and targets that will be used to measure our long-term goals.

It should be noted that this performance measure has had a minor amendment in the *2008/09–2010/11 Office of the Premier Service Plan*. The adjusted measure reflects the percentage of priority actions underway, with a long-term target of 100 per cent.

Goal 2: Ministry and Crown agency activities are aligned with government's priorities and integrated

Objective 2.1: Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input

Annually there is a service plan tabled in the legislature for each ministry and Crown agency that sets out the priorities that they will achieve. At the beginning of each service plan there is a ministerial accountability statement and where appropriate an introductory letter from the Minister of State. All Deputy Ministers and Associate Deputy Ministers have performance agreements in place with the Deputy Minister to the Premier, and other government staff have Employee Performance Development Plans in place with their appropriate supervisors.

Strategies

Key strategies for this objective include:

- ensuring Ministries and Crown agencies have appropriate mandates;
- ensuring key priorities are well communicated;
- managing issues that arise in the delivery of programs and services;
- addressing priority issues on behalf of Executive Council; and
- ensuring cross-ministry services and programs and strategic initiatives are co-ordinated.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Ministry and Crown agency service plans advance the Government Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	ACHIEVED
Percentage of new Strategic Plan initiatives underway[1]	N/A	50% of Strategic Plan priority actions underway	90% of Strategic Plan priority actions underway	ACHIEVED
Performance Agreements for Deputy Ministers and Associate Deputy Ministers	100%	100%	100%	ACHIEVED

Data Source: Deputy Ministers' Policy Secretariat.
Public Service Agency.

[1] This measure was new in 2006/07.

Discussion of Results

All ministry service plans were reviewed by Government Caucus Committees to ensure that they align with government priorities. Deputy Ministers and Associate Deputy Ministers received direction from the Deputy Minister to the Premier through Performance Agreements, and the Premier's Office worked with the Executive Council and senior government staff to ensure that issues were resolved as required.

In the *2008/09–2010/11 Office of the Premier Service Plan* there were some changes made to this section. There were minor changes to the wording of the goal and objectives to make them more clear, and the second performance measure was moved to goal one.

Goal 3: Government is successful in achieving its intergovernmental relations objectives

Objective 3.1: Lead the development and implementation of government's Intergovernmental Relations Plan

Strategies

Key strategies for this objective include:

- co-ordination of British Columbia's interests in inter-provincial, federal and international issues;
- advocating British Columbia's objectives with other governments and international organizations, with a special focus on Asia-Pacific and the Pacific Northwest;
- working with federal ministers to improve the level of federal funding and investment in British Columbia;
- working with Alberta to improve the efficiency and effectiveness of services and programs for the residents of the two provinces; and
- working with neighbouring states including Montana, Washington and Alaska to strengthen relations and improve mutual understanding.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Inter-governmental relations objectives are achieved	Intergovernmental Relations Plan in place	Progress was made on all key issues identified in the 2005/06 Office of the Premier Service Plan	Intergovernmental relations priorities updated, progress on five key issues: Canada's Pacific Gateway Strategy; First Nations/ Aboriginal Issues; National Human Resource Strategy including immigration; 2010 Olympic and Paralympic Winter Games; and mountain pine beetle	ACHIEVED

Data Source: Intergovernmental Relations Secretariat.

Discussion of Results

The key issues targeted in the 2007/08 *Office of the Premier Service Plan* included further development of the Pacific Gateway strategy, First Nations/Aboriginal issues, furthering of intergovernmental human resource strategies, the 2010 Olympic and Paralympic Games, and mountain pine beetle funding. These issues were targeted by:

- supporting the Premier at the First Ministers' Meeting in January 2007 and pursuing B.C.'s key priorities in bilateral meetings with the Government of Canada, and seeing priorities implemented through budgetary and policy decisions;
- providing direction through the Council of the Federation and the Western Premiers' Conference to advance British Columbia's priorities across Canada as well as to the Government of Canada;
- strengthening B.C.'s voice and influence on a regional basis by advancing the province's priorities through regional forums: British Columbia/Alberta Joint Cabinet meeting in May 2007, the British Columbia/Washington State High Level Dialogue in June 2007 and the annual Summit of the Pacific Northwest Economic Region in July 2007;
- Developing strategic alliances and signing cooperation agreements with neighbouring jurisdictions; and
- Identifying new opportunities to profile and promote B.C.'s priorities with foreign delegations and hosts, and by communicating relevant information about British Columbia to them.

Goal 4: The public service is well positioned to deliver government programs for British Columbians

Objective 4.1: Lead the public service and ensure Human Resource Plan initiatives are underway

In October of 2006, the corporate human resource plan, *Being the Best,* was released by the Deputy Ministers' Council. The plan set out three key goals: building our internal capacity; improving our competitiveness; and managing for results. The Office of the Premier played an instrumental role in its development and leading the public service in implementing it. The report is updated annually, building in new strategies based on feedback and results.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Implement public service Human Resource Plan	Basic corporate human resource plan developed	Province of British Columbia Human Resource Plan 2006/07 – 2008/09 developed	Corporate Human Resource Plan updated and ministry workforce plans in place and being implemented	ACHIEVED

Data Source: Public Service Agency.

Discussion of Results

The first annual update of the Corporate Human Resource Plan, *Being the Best*, was released in October 2007. A range of actions have taken place to address these priority areas, including: more career advancement opportunities; a corporate orientation program for new employees; the introduction of a new employer brand — "Where ideas work" — to support recruitment and employee engagement activities; expanded employee recognition through regional Premier's Innovation and Excellence Awards programs, and the launch of the Pacific Leaders program to support employee learning and development. Each ministry now also produces workforce plans to identify future workforce and training needs. As a result of the steps taken under *Being the Best*, the 2007 Work Environment Survey showed a significant five point increase in corporate employee engagement. The next edition of the Corporate Human Resource Plan will be released in October 2008.

This measure has been changed in the 2008/09 – 2010/11 service plan to the Percentage of human resource plan initiatives underway. This change was made because the Corporate Human Resource Plan has now been in place for two years, and the performance measure has been met.

Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions

Objective 5.1: Support Cabinet and Government Caucus Committees

Strategies

Key strategies for this objective include:

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making process.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Cabinet receives timely and effective advice	100 per cent of ministry service plans and major policies, programs and initiatives reviewed by Cabinet Committees to ensure alignment with government	Cabinet Committees provide advice on all key public policy recommendations and plans	Cabinet Committees provide advice on all key public policy recommendations and plans	ACHIEVED

Data Source: Deputy Ministers' Policy Secretariat.

Discussion of Results

Support was provided to Cabinet and its committees in the decision-making process by staff in the Office of the Premier. As part of this process Government Caucus Committees reviewed and provided advice to ministries and Cabinet regarding ministry service plans and key policy, program and legislative initiatives.

Report on Resources

Resource Summary Table

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance[2]
Operating Expenses ($000)					
Intergovernmental Relations Secretariat	3,487	0	3,487	3,565	78
Deputy Ministers Policy Secretariat	2,616	0	2,616	1,960	(656)
Executive and Support Services	7,668	0	7,668	7,498	(170)
Total	**13,771**	—	**13,771**	**13,023**	**(748)**
Full-time Equivalents (FTEs)					
Intergovernmental Relations Secretariat	26	0	26	—	(26)
Deputy Ministers Policy Secretariat	19	0	19	8	(11)
Executive and Support Services	65	0	65	55	(10)
Total	**110**	—	**110**	**63**	**(47)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Intergovernmental Relations Secretariat	18	0	18	—	(18)
Deputy Ministers Policy Secretariat	5	0	5	—	(5)
Executive and Support Services	72	—	72	23	(49)
Total	**95**	—	**95**	**23**	**(72)**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

[2] For the "Capital Plan" section, the Purpose should identify the category of projects, for example 'Public Schools' or 'Colleges'.

Annual Service Plan Report Appendices

Appendix A: Hyperlinks to Additional Information

Legislation

Balanced Budget and Ministerial Accountability Act
www.qp.gov.bc.ca/statreg/stat/B/01028_01.htm

Budget Transparency and Accountability Act
www.qp.gov.bc.ca/statreg/stat/B/00023_01.htm

Provincial Symbols and Honours Act
www.qp.gov.bc.ca/statreg/stat/P/96380_01.htm

Associated Organizations

Crown Agencies Secretariat: www.gov.bc.ca/cas

Intergovernmental Relations Secretariat: www.gov.bc.ca/igrs

Public Affairs Bureau: www.gov.bc.ca/public_affairs

Queen's Printer: www.qp.gov.bc.ca

Appendix B: Office of the Premier Contact Information

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Telephone: 250 387-1715

Cabinet Operations
PO Box Stn Prov Govt
Victoria BC V8W 9W6

BC Climate Action Secretariat
PO Box 9486 Stn Prov Govt
Victoria BC V8W 9W6
Telephone: 250 387-5581

Deputy Ministers' Policy Secretariat
PO Box 9408 Stn Prov Govt
Victoria BC V8W 9V1
Telephone: 250 387-7394

Intergovernmental Relations Secretariat
PO Box 9433 Stn Prov Govt
Victoria BC V8W 9V3
Telephone: 250 387-0783

Ministry of Aboriginal Relations and Reconciliation

2007/08 Annual Service Plan Report

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see Ministry Contact Information on Page 22 or contact:

Ministry of Aboriginal Relations and Reconciliation
PO BOX 9100
STN PROV GOVT
VICTORIA BC
V8W 9B1

or visit our website at
www.gov.bc.ca/arr/

Published by the Ministry of Aboriginal Relations and Reconciliation

Message from the Minister and Accountability Statement

I am pleased to present the Ministry of Aboriginal Relations and Reconciliation *2007/08 Annual Service Plan Report,* outlining achievements during the fiscal year ending March 31, 2008.

The report reflects ongoing efforts to support government agencies and organizations with initiatives to help close the gaps in economic development, education, health care and housing that separate Aboriginal peoples from other British Columbians. Encouraged by successful ratification of Final Agreements by six First Nations and by the introduction of treaty settlement legislation, we remain committed to treaty negotiations as a full and formal expression of reconciliation.

The year covered by this report proved rewarding and productive. Efforts to further the New Relationship with First Nations and Métis, based on mutual respect, recognition and reconciliation, are resulting in co-operation and renewed relationships, and agreements that are improving the lives of Aboriginal peoples.

We are determined to continue building the New Relationship with Aboriginal peoples and developing partnerships that strengthen Aboriginal communities and will build a better future for all British Columbians.

The 2007/08 Ministry of Aboriginal Relations and Reconciliation Annual Service Plan report compares the actual results to the expected results identified in the Ministry's 2006/07 – 2008/09 Service Plan Update. I am accountable for those results as reported.

Honourable Michael de Jong
Minister of Aboriginal Relations and Reconciliation

June 20, 2008

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Highlights of the Year

The provincial government remains committed to its New Relationship with Aboriginal peoples. The Transformative Change Accord and the Métis Nation Relationship Accord create the foundation for strong governments, social justice and economic self-reliance for First Nations. For the Ministry of Aboriginal Relations and Reconciliation this has been a year of significant achievements.

Recognition of Aboriginal rights and title and reconciliation of long standing grievances are important elements of the New Relationship with First Nations. In 2007/08 several significant agreements were concluded:

- Reconciliation Settlement and Benefits Agreement with Musqueam First Nation;
- Accommodation Agreement with Kamloops Indian Band regarding Rayleigh Lands;
- Economic Benefits Agreement with Treaty 8 First Nations (Doig River, Fort Nelson, Prophet River and West Moberly);
- Land and Resource Management Agreement with Blueberry River First Nation;
- Strategic Land Use Agreement with Council of the Haida Nation;
- Land Use/Collaborative Agreement for Management of Protected Areas with Squamish Nation; and
- Morice Lands and Resource Management Plan with Wet'suwet'en, Lake Babine Nation, Nedo'at Hereditary Chiefs, Yekooche First Nation.

In addition, the conclusion of cut-off claims with Seton Lake Indian Band, Gitwangak Indian Band, Metlakatla Indian Band and Lax Kw'alaams Indian Band marks the completion of all cut-off claims in British Columbia.

TREATY NEGOTIATIONS

Concluding treaties with First Nations, that increase stability in management and decision-making processes related to land and resource development, will materially improve the lives of Aboriginal peoples in British Columbia. In this regard, we are pleased to report that we have ratified two final agreements — the first with Tsawwassen First Nation and the second with the five Maa-nulth First Nations (Huu-ay-aht First Nations, Ka:'yu:'k't'h'/Che:k'tles7et'h First Nations, Toquaht Nation, Uchucklesaht Tribe, and the Ucluelet First Nation).

TRANSFORMATIVE CHANGE ACCORD AND MÉTIS NATION RELATIONSHIP ACCORD

The Province continues to make progress toward commitments made in the Transformative Change Accord and the Métis Nation Relationship Accord to close the gaps that exist between Aboriginal peoples and other British Columbians in economic opportunities, health, education and housing. The Ministry of Aboriginal Relations and Reconciliation is responsible for reporting on progress under these important Accords. To this end, a report and associated website entitled New Relationships with Aboriginal peoples and Communities in B.C. provides an overview of progress being made throughout the province by government and Aboriginal peoples. Significant accomplishments include:

- Enacted legislation to recognize First Nations jurisdiction over on-reserve schools;
- Partnered with First Peoples' Heritage, Language and Culture Council and other organizations to deliver language revitalization and immersion initiatives;
- Announced $65 million for the Aboriginal Post-Secondary Education Strategy;
- Launched the Aboriginal Internship Program within the B.C. Public Service;
- Completed a housing needs assessment both on and off reserves;
- Implemented the new $500,000 Aboriginal Homeless Outreach Program;
- The Métis Nation BC completed consultations on its implementation plan under the Métis Nation Relationship Accord;
- Announced funding for the Stehiyaq Healing and Wellness Village; and
- Provided $5 million to implement the Aboriginal Cultural Tourism Strategy.

For more information on these initiatives please visit our website at www.gov.bc.ca/arr/.

Purpose of Ministry

The Ministry of Aboriginal Relations and Reconciliation is the centre of excellence for innovative approaches to Aboriginal policy and the Province's representative for all treaty negotiations. Accordingly, the Ministry plays a vital role in leading the way forward in the New Relationship. The Ministry provides strategic advice across government and identifies opportunities to facilitate the removal of barriers to stimulate positive outcomes for Aboriginal peoples.

The New Relationship is a government priority and requires each ministry and Crown agency to include an Aboriginal component in reaching the Five Great Goals. As the government's lead on the New Relationship, the Ministry is focusing its efforts in three key strategic areas:

- closing the socio-economic gaps between Aboriginal peoples and other British Columbians;
- building respectful relationships with Aboriginal peoples; and
- reconciliation of Aboriginal rights and title through treaties and other lasting agreements.

The Ministry supports achievement of these goals by recommending innovative policies and initiatives to government. The Ministry promotes creative and integrated cross-government work that brings together partners from other ministries and Crown agencies, federal and local governments and other sectors around Aboriginal initiatives. The Ministry does not direct the activities of other ministries or Crown agencies but instead builds and maintains relationships to achieve success on issues of shared interest.

The Ministry has collaboratively achieved a number of accomplishments toward closing the socio-economic gap and building respectful relationships with Aboriginal partners. Negotiations are ongoing throughout the province to conclude treaties and other lasting agreements.

Working with its partners the Ministry makes appointments to the BC Treaty Commission, First Peoples' Advisory Committee, First Peoples' Heritage, Language and Culture Council, Native Economic Development Advisory Board and New Relationship Trust Board.

A list of statutes that fall under the responsibility of the Ministry can be found at: www.leg.bc.ca/procs/allacts/arr.htm .

Strategic Context

The Ministry of Aboriginal Relations and Reconciliation operates in a complex environment. British Columbia is home to over one-third of the country's 600+ First Nations comprising the most culturally and linguistically diverse groups of Aboriginal peoples in all of Canada. This diversity means there is no "one solution" to achieve reconciliation. Instead, the Ministry must strive to address the unique situations of disparate First Nations and Aboriginal peoples. There are over 196,000 people in British Columbia who identify themselves as First Nation, Métis or Inuit. Most significantly, the fastest growing demographic province-wide is Aboriginal youth. With the socio-economic disparities that exist between Aboriginal peoples and other British Columbians it is essential that steps are taken to provide Aboriginal youth with the opportunities to succeed both within their communities and throughout the province. Historically, Aboriginal peoples have not had access to services at the same level as other British Columbians. Fundamental services such as basic community infrastructure, including housing and water facilities and appropriate education curriculum have, until recently, been inadequate. Poverty, prevalence of illness and chronic disease, inadequate housing, unemployment and low high-school completion rates are measures of our collective failure.

Despite these challenges in 2007/08 British Columbia and its Aboriginal partners made significant progress towards a New Relationship with Aboriginal peoples. The focus on reconciling Aboriginal and treaty rights through negotiations represents an important step forward from a history of confrontation, litigation and failure to reconcile differences with Aboriginal peoples. Historic agreements committing government resources to economic development, education, health and housing initiatives demonstrate achievements under the Transformative Change Accord. The government has vowed to address the inequities that have plagued Aboriginal peoples throughout British Columbia's history. Reconciliation is at the heart of this initiative. Positive and enduring relationships must be built on trust, mutual respect and recognition of the constitutional rights of Aboriginal peoples.

Closing the socio-economic gap

The Transformative Change Accord, signed in 2005 by Canada, the Province and the First Nations Leadership Council made up of leaders from the three main First Nations political organizations in the province, signals a tripartite commitment to work together over the next ten years to close the socio-economic gap between Aboriginal peoples and other British Columbians. This accord outlines specifically how this will be achieved in British Columbia by setting priorities and outlining key actions in the following areas: improved Crown-First Nations relationships; education and life-long learning; housing and infrastructure; health; and economic opportunities. Likewise, the Métis Nation Relationship Accord between the Province and the Métis Nation British Columbia acknowledges the influence on the province's history of Métis people as a distinct people with their own language, culture and traditions.

Other efforts to bridge the gap in social and economic outcomes include: assisting Aboriginal peoples to improve housing through the development of a 10-year off-reserve Aboriginal Housing Strategy, spanning the continuum from homelessness to home ownership; supporting the advancement of First Nations in the development of their community health plans; reducing financial barriers for Aboriginal post-secondary learners by implementing the Aboriginal Post Secondary Education Strategy, including a $10 million endowed scholarship fund; assisting Aboriginal entrepreneurs through the First Citizens Fund and promoting targeted employment training by implementing an Aboriginal Apprenticeship Strategy; and supporting recognition of and celebrating Aboriginal languages and culture.

Building a New Relationship

The Ministry's active partnership with the First Nations Leadership Council has facilitated priority-setting on a wide range of issues including the development of frameworks and tools to assist in the implementation of the New Relationship. This partnership has enabled renewed focus on issues such as consultation and accommodation, revenue and benefit sharing, and shared decision making. The Ministry continues to build strong relationships with First Nations, Aboriginal organizations and Métis Nation British Columbia. The appointment of Honourable Judge Steven Point, of the Skowkale First Nation to the post of Lieutenant Governor, is a symbolic and meaningful commitment by governments in Canada to build better relationships with First Nations. As the former Chief Commissioner of the British Columbia Treaty Commission, Steven Point has been an active supporter of the treaty process and a strong advocate for First Nations, while understanding the obstacles and opportunities in the path ahead.

Concluding treaties and lasting agreements

British Columbia remains committed to the negotiation of treaties as a full and formal expression of reconciliation. Treaties clarify and specify how Aboriginal rights will be expressed in the context of modern Canadian society. They set out who has treaty rights, what those rights mean and what obligations fall on governments in implementing treaties. Treaties also give First Nations better tools to develop their governance, lands and resources. This year, the Ministry celebrates the conclusion of treaties with the Tsawwassen and Maa-nulth First Nation and looks forward to concluding additional treaties over the next three years. Other lasting agreements — such as those with the Musqueam First Nation, the Blueberry River First Nation and the Songhees and Esquimalt First Nations — represent an investment in the future of all British Columbians. Resource revenue sharing agreements create economic opportunities that will result in social benefits over time as communities prosper. Moreover, these agreements create a more stable, and consequently, a more favourable environment for industry and business.

Report on Performance

Performance Plan Summary Table

Goal 1: Concluded treaties and other lasting agreements on Crown lands and natural resources with First Nations	**2007/08 Target**	**2007/08 Actual**
Percentage of B.C. Crown land covered by agreements with First Nations	84.91%	87.82% Exceeded
1.1 Conclude agreements that define rights and responsibilities and facilitate economic development		
Number of new initiatives that partner First Nations or Aboriginal organizations with local governments and the private sector	6-8	7 Achieved
Number of new significant agreements or business arrangements between First Nations and government	4-5	5 Achieved
Number of treaty agreements or initiatives that build incremental progress towards treaties or other lasting agreements	8-11	9 Achieved

Goal 2: Improved social and economic outcomes for Aboriginal peoples	**2007/08 Target**	**2007/08 Actual**
2.1 Cross government implementation of programs and services to address socio-economic disparities		
Number of initiatives/actions undertaken through cross government plans to assist in closing the socio-economic gap	4-6	11 Exceeded
Increased partnerships with federal government and Aboriginal organizations to improve social and economic programs and services	4-6	6 Achieved

Goal 3: Build strong and respectful relationships between government and Aboriginal organizations	**2007/08 Target**	**2007/08 Actual**
Number of engagements with Aboriginal organizations on provincial policy development	3-5	5 Achieved
3.1 Build trust with Aboriginal peoples through a reconciliation and recognition framework		
Number of agreements reached with Aboriginal organizations that foster reconciliation and recognition	15	15 Achieved
Number of sessions/events undertaken to increase awareness of Aboriginal issues in British Columbia	115-120	150 Exceeded
3.2 Foster engagement with Aboriginal peoples in government decisions that impact Aboriginal communities		
Implementation of First Nations consultation framework	In Implementation	In Implementation

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Goals, Objectives, Strategies and Performance Results

Goal 1: Concluded treaties and other lasting agreements on Crown lands and natural resources with First Nations

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of B.C. Crown land covered by agreements with First Nations	67%	80.91%	+4%	87.82% EXCEEDED

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

This measure reflects overall progress made by the Province toward achieving greater predictability for Crown land and resource development through a variety of negotiated agreements between the Province and one or more First Nations, both within and outside of the British Columbia treaty process.

Ministry Response

This calculation is cumulative and includes Forest and Range Opportunity Agreements, Mountain Pine Beetle Agreements, Interim Measures and Ratified Final Agreements.

Objective 1.1: Conclude agreements that define rights and responsibilities and facilitate economic development

Strategies

Key strategies for this objective included:

- Provide leadership to agencies to support consultation and accommodation activities.
- Strengthen relationships between First Nations, local governments and business.
- Focus on key opportunities to conclude agreements with First Nations.
- Introduce improved practices related to the timely transfer of Crown land, resources and program responsibility to First Nations following treaties or other agreements.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of new initiatives that partner First Nations or Aboriginal organizations with local governments and the private sector	7	10	6-8	7 ACHIEVED

Data Source: Ministry of Health; Ministry of Advanced Education; Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

The Ministry has supported, coordinated and facilitated a number of new initiatives that partner First Nations or Aboriginal organizations with local governments and the private sector. Some examples of these initiatives include:

- Transfer Agreement to support a band-owned and band-operated beachfront campground;
- Funding for social and economic development projects identified and led by the communities; and
- "Building Governance Capacity" program with the Union of BC Municipalities, furthering existing relationships between local governments and First Nations.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of new significant agreements or business arrangements between First Nations and government	4	6	4-5	5 ACHIEVED

Data Source: Ministry of Forests and Range; Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

The Ministry has concluded the following significant agreements: Reconciliation Settlement and Benefits Agreement with the Musqueam First Nation; Land and Resources Management Agreement with the Blueberry First Nation; Economic Benefits Agreement with Treaty 8 First Nations; Tahltan Reconciliation Agreement; and Songhees and Esquimalt First Nations Settlement Agreement.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of treaty agreements or initiatives that build incremental progress towards treaties or other lasting agreements	2	8	8-11	9 ACHIEVED

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

Under this performance measure we are pleased to report that we have ratified two final agreements — the first with Tsawwassen First Nation and the second with the five Maanulth First Nations (Huu-ay-aht First Nations, Ka:'yu:'k't'h'/Che:k'tles7et'h First Nations, Toquaht Nation, Uchucklesaht Tribe, and the Ucluelet First Nation).

Goal 2: Improved social and economic outcomes for Aboriginal peoples

Objective 2.1: Cross government implementation of programs and services to address socio-economic disparities

Strategies

Key strategies for this objective included:

- Develop and implement a cross government measurement framework for closing the socio-economic gap.
- Promote cross ministry co-ordination of initiatives directed toward serving Aboriginal peoples and closing the gap on key socio-economic indicators.
- Build partnerships with the federal government and Aboriginal organizations to improve social and economic programs and services.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of initiatives/actions undertaken through cross government plans to assist in closing the socio-economic gap	N/A	7	4-6	11 EXCEEDED

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

Initiatives that assisted in closing the socio-economic gap included a range of programs, services and funding support co-ordinated across provincial ministries. For example, the Aboriginal Youth Internship Program; Aboriginal Coordinated Service Delivery Initiative; the Aboriginal Post-secondary Strategy; and many others.

Ministry Response

The Ministry successfully promoted partnerships and led cross ministry co-ordination of initiatives that enabled more than twice the targeted number of initiatives to be successfully completed this fiscal year.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Increased partnerships with federal government and Aboriginal organizations to improve social and economic programs and services	N/A	5	4-6	6 ACHIEVED

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

The Ministry facilitates partnerships between the Province, the federal government and Aboriginal organizations to enhance progress on social and economic programs such as the First Nations Health Forum including tripartite First Nations Health Plan, renewal of the provincial partnership with the Office of the Federal Interlocutor on the Urban Aboriginal Strategy, and tripartite self-government policy engagements with the Métis Nation.

Goal 3: Build strong and respectful relationships between government and Aboriginal organizations

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of engagements with Aboriginal organizations and communities on provincial policy development	3	8	3-5	5 ACHIEVED

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion of Results

This measure reflects the Province's commitment to strengthen relationships with Aboriginal political organizations. These are relationships grown on a give-and-take basis. Partners often take strong positions to promote their interests. Disagreements occur, but the relationships develop in the spirit of mutual respect and ongoing collaboration.

The Ministry leads cross government engagements with the First Nations Leadership Council, the Métis Nation and the First Nations Summit Task Force on a wide range of issues and at many different fora such as working groups and senior officials tables.

Objective 3.1: Build trust with Aboriginal peoples through a reconciliation and recognition framework

Strategies

Key strategies for this objective included:

- Engage with Aboriginal organizations and communities on a range of provincial policy topics including amendments to the *Wildlife Act*, consultation regarding the British Columbia Training Tax Credit Program and the Oil and Gas Consultation Process Agreements with Treaty 8 First Nations.
- Engage with Aboriginal organizations and communities to develop protocols and agreements that foster recognition and reconciliation.
- Provide leadership and support to ministries and provincial agencies involved in reconciliation activities.
- Undertake initiatives to increase public awareness and understanding to promote reconciliation.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of agreements reached with Aboriginal organizations that foster reconciliation and recognition	1	13	15	15 ACHIEVED
Number of sessions/events undertaken to increase awareness of Aboriginal issues in British Columbia	115	120	115-120	150 EXCEEDED

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

The Province's commitment to fostering reconciliation and recognition supported a range of agreements reached in 2007/08, such as the Aboriginal Tourism Association of BC's Aboriginal Cultural Tourism Blueprint Strategy, the Hupacasath Collaborative Agreement for the Management of Parks and Protected Areas, and support to film storytelling initiatives with Bonaparte Indian Band, Cowichan Tribes and Squamish Nation.

Ministry Response

These measures also reflect the Ministry's commitment to build relationships by enhancing public awareness of First Nations' contributions and by promoting reconciliation. Announcements, meetings and public events, open houses, publications and speeches supported this commitment.

Objective 3.2: Foster engagement with Aboriginal peoples in government decisions that impact Aboriginal communities

Strategies

- Implementation of a new effective consultation and accommodation framework for government ministries.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
First Nations consultation framework	N/A	FRAMEWORK COMPLETE	IN IMPLEMENTATION	IN IMPLEMENTATION

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion of Results

The Province is engaged with the First Nations Leadership Council in various fora and working groups to improve ways of interaction and engagement. Examples are the Recognition Working Group, Common Table, Land Use Planning Working Group, Cultural Heritage Working Group, and Aquaculture Working Group. Provincial ministries continue to be guided by the existing provincial consultation guidelines.

Report on Resources

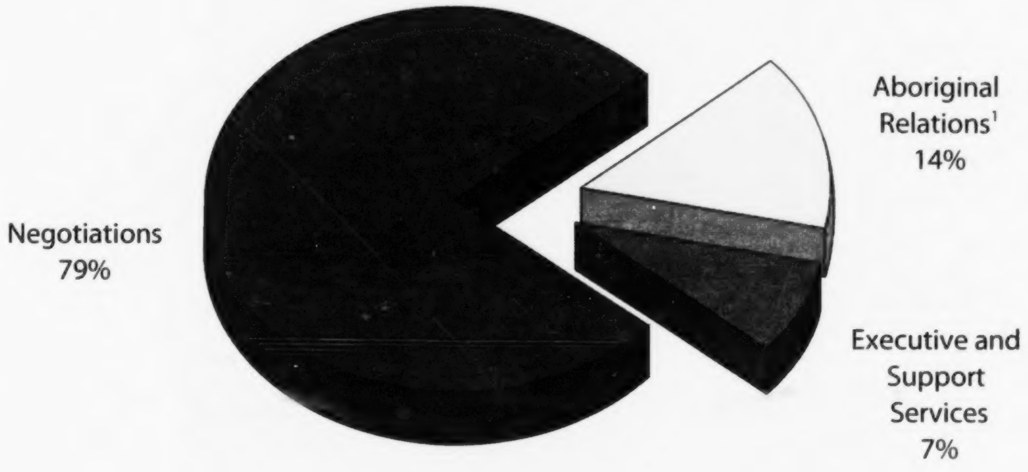
2007/08 Resource Summary Table

Core Business Areas	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Negotiations	35,955	32,582	68,537	69,050	513
Aboriginal Relations[2]	11,893	—	11,893	12,139	246
Executive and Support Services	7,312	—	7,312	6,487	(825)
Total	**55,160**	**32,582**	**87,742**	**87,676**	**(66)**
Full-time Equivalents (Direct FTEs)					
Negotiations	112	—	112	96	(16)
Aboriginal Relations	27	—	27	26	(1)
Executive and Support Services	40	—	40	36	(4)
Total	**179**	**—**	**179**	**158**	**(21)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Total	**32**	**378**	**410**	**410**	**0**
Other Financing Transactions ($000)					
Negotiations — Nisga'a cash payments — deferrals	2,389	—	2,389	981	(1,408)
Negotiations — Land purchases	4,000	—	4,000	195	(3,805)
Total Disbursements	**6,389**	**—**	**6,389**	**1,176**	**(5,213)**

[1] "Other Authorizations" include contingency access of $8,904,000 for the Musqueam Reconciliation Agreement and $13,320,000 for Treaty 8 Economic Benefits Agreement.

[2] Aboriginal Relations includes First Citizens Fund Special Account.

Ministry of Aboriginal Relations and Reconciliation
Actuals by Core Business



[1] Aboriginal Relations includes First Citizens Fund Special Account.

Annual Service Plan Report Appendices

Appendix A: Boards, Commissions and Councils

The Ministry of Aboriginal Relations and Reconciliation has direct responsibility for the following Boards, Commissions and Councils:

First Peoples' Heritage, Language and Culture Council
www.fphlcc.ca

First Peoples' Advisory Committee
www.fphlcc.ca

Native Economic Development Advisory Board
www.gov.bc.ca/arr/economic/fcf/nedab.html

New Relationship Trust Board
www.newrelationshiptrust.ca

BC Treaty Commission
www.bctreaty.net/

Appendix B: Ministry Contact Information

Physical Address:
2957 Jutland Road
Victoria BC
V8T 5J9

Mailing Address:
PO Box 9100
STN PROV GOVT
Victoria BC
V8W 9B1

Telephone: 1 800 880-1022
E-mail: ABRInfo@gov.bc.ca
URL: www.gov.bc.ca/arr

Ministry of
Advanced Education

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Advanced Education
see Ministry Contact Information on Page 34 or contact:

Governance Branch
PO BOX 9883
STN PROV GOVT
VICTORIA BC
V8T 9T6

or visit our website at
www.aved.gov.bc.ca

Published by the Ministry of Advanced Education

Message from the Minister and Accountability Statement

It is my pleasure to present the *2007/08 Ministry of Advanced Education Annual Service Plan Report*.

In the past 12 months we have accomplished a great deal towards making British Columbia the best-educated, most literate jurisdiction in North America.

Our ministry's base budget increased to $2.15 billion, its highest level ever. We invested in new campuses, facilities, scholarships and programs for Aboriginal students.

We also increased operating grants to every public post-secondary institution for the sixth consecutive year.

To date we have funded nine new and replacement campuses in communities around B.C., part of $1.4 billion in capital investments. In 2007/08 alone, new projects announced included a new campus for Simon Fraser University in Vancouver's Downtown Eastside, a Centre for Learning at Okanagan College in Kelowna, and gathering places for Aboriginal students at campuses across the province.

Our commitment to improving adult literacy is reflected in our investment in free tuition for adult basic education programs wherever they are offered by public post-secondary institutions in this province. We have also invested $2.4 million in our community adult literacy program, and with the help of federal government funding, have expanded that program to provide free English as a Second Language tutoring to new immigrants and refugees.

We have funded the first of 2,500 new graduate student spaces, providing more opportunities to develop research, renew faculty and produce new talent for industry. We also invested $10 million in graduate student internships and the same amount in graduate scholarships for the four years starting in 2007/08. Since 2001, we have committed over $1.5 billion to research — an investment that improves our competitiveness and enhances our culture and economy.

With 34 new degree programs approved in the last year, and over 200 since 2001, students have greater access and choice in program offerings.

Since receiving *Campus 2020 Thinking Ahead: The Report*, the Ministry has been reviewing its recommendations to improve post-secondary education in British Columbia. Several of these have been implemented, including: undertaking a review of student financial assistance and completing a review of the *Private Career Training Institutions Act*.

We have begun work on an Education Quality Assurance designation so students from around the world will recognize B.C. as a destination for high quality, reputable and credible public and private post-secondary education. Many measures have been put in place to protect students, increase transparency, enhance education program quality, and strengthen accountability at B.C.'s private post-secondary institutions.

By providing debt management, loan reductions, interest relief and loan forgiveness, we have assisted students with repayment so they may move forward on their chosen path.

The *Ministry of Advanced Education 2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the *Ministry's 2007/08 – 2009/10 Service Plan*.
I am accountable for those results as reported.

Murray Coell

Honourable Murray Coell
Minister of Advanced Education and
Minister Responsible for Research and Technology

June 19, 2008

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Highlights of the Year

In April 2007, the Ministry received the report it commissioned on the future of post-secondary education called *Campus 2020 Thinking Ahead: The Report*. To demonstrate the Ministry's approach to evaluating and implementing the Report's 52 recommendations, the highlights from 2007/08 have been organized according to the Report's vision for Access, Excellence, and Research and Innovation in post-secondary education.

Access: Improve access to turn B.C. into a Campus of Learning

- Increased overall funding for the Ministry by $204 million in 2007/08, for a total of more than $2 billion in operating funding.
- Improved student access by adding 5,836 new spaces in 2007/08. Since 2001, a total of 25,483 new seats have been funded.
- Increased student spaces in targeted programs, including more than 628 new seats for nursing and other health education.
- Doubled the number of first year spaces for student doctors to 256, with the addition of 128 new spaces in 2007/08 at the Northern medical program, the Island medical program and the expanded Vancouver-Fraser medical program.
- Supported new target areas by funding 100 new seats for Aboriginal access, 299 new seats for skills programs and 625 new seats for graduate programs.
- Made adult basic education tuition-free which translates to an additional investment of $6.9 million annually.
- Created Canada's first completely online student financial assistance interest-relief application, allowing quicker access to the $2.4 million per year program.
- Finalized and began implementation of the Adult Opportunities Action Plan, an adult literacy strategy with the main goals of reducing barriers, increasing participation and improving literacy success for key populations such as Aboriginal people and immigrants.
- Provided funding for programs designed to assist Aboriginal students including:
  - The Aboriginal special projects fund was increased from $2 million to $3 million, with an additional $1.15 million specified for language curriculum and programs on a one-time basis, for a total of $4.15 million allocated.
  - Up to $600,000 to each of B.C.'s public post-secondary institutions to build gathering places to support Aboriginal students on campus. The first round of funding provided $2.4 million for six institutions.
  - $4.4 million each year between 2007/08 and 2009/10 to support the implementation of Aboriginal Service Plans (ASP) at the 11 ASP post-secondary institutions.

Excellence: Improve quality to market B.C. excellence

- Approved 20 new degree programs at B.C. public post-secondary institutions and 14 new degree programs at private post-secondary institutions.
- Hosted students, presidents and board chairs from public and private post-secondary institutions around the province for a two-day forum to discuss the next phase of Campus 2020 with a focus on collaboration and student-centered learning.
- Completed an independent review of the *Private Career Training Institutions Act* and took several actions to improve quality and accountability and to protect students.
- Announced the development of an Education Quality Assurance designation that will become British Columbia's brand for high-quality, reputable and credible public and private post-secondary institutions.
- Hosted a workshop involving public, school and post-secondary library partners to discuss the development of an integrated and comprehensive online post-secondary digital library and, in partnership with the Ministry of Education, committed $250,000 towards licensing two library database suites that will provide students and public library users with universal access to core library resources.
- Provided more than $1.6 million to fund regional literacy co-ordinators at 16 public post-secondary institutions to enhance co-ordination and delivery of adult literacy programs.
- In partnership with the Ministry of Education, contributed $150,000 of a total of $300,000 for six regional student transition co-ordinators to help post-secondary institution/school district partners work together towards the common goal of improving high school completion rates and increasing student transitions to post-secondary institutions.

Research and Innovation: Position B.C. as a global marketplace for research and innovation

- Continued to strengthen research capacity at the province's public post-secondary education institutions by awarding $43 million in funding for research infrastructure under the British Columbia Knowledge Development Fund, leveraging $68 million from the federal government and other non-government sources. Total investment in research infrastructure in the province in 2007/08 was $111 million. Projects funded included:
  - $50 million to Genome BC for genome-related research in areas such as the environment, natural resources, bio-energy, agriculture, forestry, fisheries, mining and human health.
  - $10.5 million to Science World's building upgrade and renewal project.
  - $6.5 million towards a UBC Quantum Materials Spectroscopy Centre (QMSC) for research on electronics, telecommunications, computer science and biomedicine.

- 4.4 million for the operating costs of Neptune (North-east Pacific Time-series Undersea Network Experiments).
- $2.2 million at Kwantlen University College for research into reducing both greenhouse gas emissions and the use of harmful pesticides in agriculture.

Purpose of Ministry

The Ministry of Advanced Education provides leadership and direction, establishes policy, and provides funding to the post-secondary system and to the research and technology sector. The Ministry also provides financial assistance to students. The public benefits of post-secondary education are far-reaching and include: enabling citizens to participate fully in our society, and providing people, communities and employers with the knowledge and skills necessary in today's economy.

The Ministry of Advanced Education shares with the Ministry of Education primary responsibility for Government's first Great Goal: "Make British Columbia the best-educated, most literate jurisdiction on the continent." The Ministry is also a key partner with the Ministry of Economic Development on the fifth Great Goal: "Create more jobs per capita than anywhere else in Canada," by providing well-educated and skilled labour, and targeting areas of skills shortages.

The majority of public services for which the Ministry is responsible are delivered by institutions and organizations within the public post-secondary system and the research and technology sector. The institutions, like those in other provinces, have a significant and appropriate degree of autonomy from government. This allows them the independence necessary to determine how to deliver programs and courses effectively, provide education and training to students, undertake research and serve the educational needs of their communities. Various mechanisms, such as legislation, funding agreements and reporting requirements, ensure accountability for public funds.

The Ministry establishes policy and legislative frameworks for private career training institutions, and private and out-of-province public degree granting institutions. The Ministry also supports the Degree Quality Assessment Board, which administers a quality assessment process for new degree programs at public and private post-secondary institutions.

The Ministry's mandate for research and technology includes oversight of: funding to the British Columbia Knowledge Development Fund and contributions to provincial research organizations such as Genome British Columbia; internship and scholarship funding for graduate students; the Premier's Technology Council and British Columbia Innovation Council;[1] and a leadership role in ensuring all research investments across government align with the objectives of the BC Research and Innovation Strategy.

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[1] As a Crown agency, the British Columbia Innovation Council conducts its affairs at arms length from Government. Crown corporations publish their own service plans and annual reports, separate from those of the Ministry.

The Ministry also oversees the Knowledge Network, the province's public educational broadcaster. The Knowledge Network's transition from a component of the Open Learning Agency to a stand alone corporation is nearing completion. The *Knowledge Network Corporation Act* was passed in May 2007 and will be brought into force in 2008.

The Ministry provides direct service to the public through administration of StudentAid BC which provides loans and grants to eligible post-secondary students for education and living costs. StudentAid BC is a needs-based, publicly-funded program created to help qualifying students with the costs of post-secondary studies while enrolled at public and designated private institutions. Increasingly, it is involved in economic development initiatives with programs that target labour shortages throughout the province. The Ministry is also responsible for ensuring students repay loans once their studies are completed. Debt management tools are available to former student borrowers experiencing hardship in repayment.

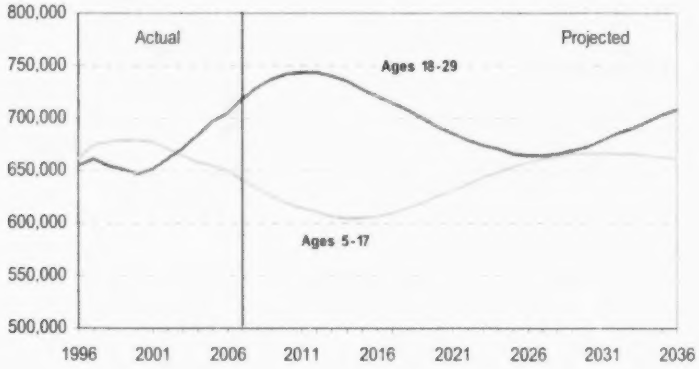
Strategic Context

The needs of learners are changing, as a result of the increasing growth and diversity of the population, economy and labour market. Post-secondary education and training that is responsive to these shifts allow students to pursue the careers and education they want, and produces highly-skilled workers capable of supplementing the aging labour force. Post-secondary institutions throughout the province work collaboratively with regional and local labour markets to help prepare the province for the jobs of the future. Research and innovation, as well as increased literacy levels, generate the productivity gains that enhance the standard of living of all British Columbians.

Changing Demographics and Economic Growth

The most significant demographic factors impacting the post-secondary education system are the changes to the age, diversity and size of the provincial population. British Columbia's population reached over 4.3 million in 2007, which was a significant increase over the level in 2002 (6.4 per cent). B.C.'s population growth over the last five years was the second strongest amongst provinces and surpassed the national average (5.1 per cent). Most of this growth will continue to be in the older age categories as it is projected that by 2018, 33 per cent of B.C.'s population will be 55 years or older. The impact of population aging is expected to become apparent over the next five years, when the size of the 18-29 age group, the traditional post-secondary cohort, is expected to peak in 2011 with an additional 23,000 people in that age group over current levels, and then gradually decline through to 2036.

Projected changes in B.C.'s K-12 and post-secondary aged population, 1996-2036



Source: BC Stats. PEOPLE 32 (Oct. 2007).

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offset weakness in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

The Knowledge Economy and the Demand for Skilled Workers

Labour market conditions are explained in part by high energy prices and a booming construction sector. In response, increasing focus has been placed on skills development and it is expected that the provincial WorkBC strategy as well as the devolution of federal labour market programming to the provincial government will allow the post-secondary education system to play a larger role in work-based and skills upgrading programs.

The demand for skilled workers is equally the product of the knowledge economy as it is estimated that within the next decade, more than 70 per cent of the projected one million job openings will be in occupations usually requiring some post-secondary education (compared to 65 per cent of jobs in 2007). This rapid growth is partially due to developments in research and innovation and above average growth rates for professional and management occupations.

Recruiting and retaining students at B.C. post-secondary institutions — especially in priority areas such as the health professions, information technology and the skilled trades — requires collaboration between the Ministry, post-secondary institutions and the private sector. To accomplish this, the Ministry strategically funds spaces at public post-secondary institutions and provides financial incentives to students; institutions design programs that are responsive to demand; and employers offer internship opportunities and competitive compensation packages. The Ministry also works closely with the Ministry of Health on human resource priorities to help ensure there are enough, and the right mix of, health professionals.

Vital to British Columbia's transformation from a resource-based to a knowledge-based economy have been new technologies and globalization as well as B.C.'s own leading-edge research and innovation. B.C. ranked fourth in Canada in research and development spending in 2004, accounting for 1.5 per cent of GDP.[2] While B.C. has closed this gap with the second largest research spending to GDP increase of any province, further investment is necessary for continued economic diversification. The Ministry's comprehensive Research and Innovation Strategy supports research-intensive industries and focuses on priority research areas including high technology, life sciences, clean technology, new media and engineering.

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[2] BC Progress Board, Strategic Considerations for B.C.'s Future: Issues and Trends 2007 Report, June 2007.

Climate Change and the Green Economy

British Columbia is confronted with global warming and rising energy prices. The Mountain Pine Beetle epidemic vividly demonstrates the harmful impact of climate change on British Columbia's economy. Other changes, such as rising sea levels and global decline in fossil fuel reserves, will affect diverse sectors in future years. The post-secondary system can help British Columbia take action today and assist communities in the transition to a green, sustainable economy by deploying research capacity to solve global problems.

Harnessing Diversity

Despite the current labour shortage in the province, new immigrants face challenges in British Columbia's labour market even with strong educational credentials. In 2007, very recent immigrants to British Columbia (those arriving in the past five years) aged 25-54 years were more than twice as likely to hold a university degree than the province's Canadian-born population in this age group (54 per cent compared with 21 per cent). A remarkable 17 per cent of these immigrants hold degrees above the bachelor's level (compared with 6 per cent of the province's 25-54 year population born in Canada). However, university-educated immigrants are more than twice as likely to be unemployed.[3] With migration to B.C. accounting for over 80 per cent of net population growth in 2007, the province's post-secondary education system will need to be responsive to increased demand for life-long learning and English as a Second Language training programs. In this context, it will be important that international students are attracted to B.C. as a study, work and immigration destination.

Aboriginal peoples, who account for 4.8 per cent of the population and the fastest-growing segment of 15-24 year-olds, continue to be under-represented. Unemployment among Aboriginals (aged 15 years or older) in 2006 was more than twice the rate for non-Aboriginals (11.6 per cent compared with 5.0 per cent). The high-school completion rate for British Columbia's Aboriginal students was 48 per cent in 2006/07, compared with 80 per cent for students overall;[4] only 5.3 per cent of Aboriginals, or a quarter the proportion in the non-Aboriginal population, held university degrees or certificates.[5] In the context of British Columbia's globalizing economy and aging workforce, the post-secondary system endeavors to be more responsive to under-represented groups, leading to successful integration into the labour force and a stronger economy.

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[3] Statistics Canada 2007 Labour Force Survey.

[4] Ministry of Education 2008/09 – 2010/11 Service Plan, February, 2008.

[5] Statistics Canada, 2006 Census, Table 97-559-XCB2006019.

Report on Performance

Performance Plan Summary Table

Goal 1: Excellent public and private post-secondary education that meets the needs and aspirations of British Columbians Note: Some targets have been restated to reflect current data. For greater detail see pages 18 to 27	**2007/08 Target**	**2007/08 Actual**
1.1 Capacity		
Student spaces in public institutions:		
Total student spaces	194,119	186,736 SUBSTANTIALLY ACHIEVED[1]
Student spaces in nursing and other allied health programs	11,565	12,321 ACHIEVED
Student spaces in medical program	904	898 SUBSTANTIALLY ACHIEVED[1]
Total credentials awarded	48,775	48,708 SUBSTANTIALLY ACHIEVED[1]
1.2 Access		
Public post-secondary participation rate for population aged 18-29	≥ 53.7%	56.0% ACHIEVED
Post-secondary students who are Aboriginal.		
Number	≥ 17,252	18,254 ACHIEVED
Per cent	≥ 4.3%	4.5% ACHIEVED
Student spaces in developmental programs	12,454	12,203 SUBSTANTIALLY ACHIEVED[1]

[1] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Goal 1: Excellent public and private post-secondary education that meets the needs and aspirations of British Columbians **Note: Some targets have been restated to reflect current data. For greater detail see pages 18 to 27**	**2007/08 Target**	**2007/08 Actual**
Per cent of former students' monthly income used for education loan repayment:		
Former certificate, diploma and associate degree programs	≤ 4%	4.0% ACHIEVED
Baccalaureate programs	≤ 7%	6.5% ACHIEVED
1.3 Efficiency Degree completion rate:		
Percentage of university direct entry students who complete baccalaureate degrees within 7 years of admission	73.0%	70% SUBSTANTIALLY ACHIEVED[1]
Percentage of university transfer students who complete baccalaureate degrees within 5 years of admission to university	73.3%	75.1% ACHIEVED
1.4 Quality Student assessment of quality: Overall satisfaction		
Former diploma, certificate and associate degree students	≥ 90%	95.3% ACHIEVED
Baccalaureate graduates	≥ 90%	96% ACHIEVED
Skill development		
Former diploma, certificate and associate degree students	≥ 85%	78.7% SUBSTANTIALLY ACHIEVED[1]
Baccalaureate graduates	≥ 85%	82.6% SUBSTANTIALLY ACHIEVED[1]
1.5 Relevance Student outcomes — unemployment rate		
Former diploma, certificate and associate degree students	Less than unemployment rate for those with high school credentials or less	6.1% ACHIEVED
Baccalaureate graduates	(6.5%)	2.7% EXCEEDED

[1] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Goal 2: Excellent research and innovation that supports economic and social development For greater detail see pages 28 to 29	**2007/08 Target**	**2007/08 Actual**
2.1 Research capacity:		
Sponsored research funding from all sources:	≥ $507 M	$616 M Exceeded
Federal	≥ $299 M	$344 M Exceeded
Provincial	≥ $36 M	$91 M Exceeded
Other	≥ $ 172 M	$181 M Achieved
British Columbia proportion of federal awards	≥ 12.2%	12.8% Achieved
Highly qualified personnel:		
Number	≥ 19,391	21,170 Achieved
Number per 1,000 population	≥ 4.5 / 1,000	4.9 Achieved
2.2 Research Relevance		
Number of licences, patents and start-up companies:		
Licence/option agreements	≥ 53	45 Not Achieved
U.S. patents issued	≥ 38	18 Not Achieved
Start-up companies	≥ 11	9 Not Achieved
Licence income received	≥ $15.6 M	$16.4 M Achieved

Notice:

While all measures that appear in the 2007/08 Service Plan are reported on in this Service Plan Report, the number of performance measures in the 2008/09 Service Plan has been reduced to seven.

Goals, Objectives, Strategies and Performance Results

Goal 1: Excellent public and private post-secondary education that meets the needs and aspirations of British Columbians

Objective 1: Capacity

- Achieving this objective will ensure that there is enough space to accommodate students who wish to pursue post-secondary education, in line with the Government's goal of making British Columbia the most literate, best-educated jurisdiction on the continent.
- Challenges associated with this objective are ensuring spaces are available when and where they are needed, such as responding to labour market needs, addressing regional variation in demand for programs, and the effects of a strong economy on people's decisions to attend post-secondary programs.

Strategies

- Target student spaces in programs that educate students in strategic areas such as health care and skilled trades as well as spaces that increase access for Aboriginal learners.
- Expand opportunities for graduate students by adding 2,500 spaces over four years at B.C. universities and provide funding for provincial graduate scholarships and internships.
- Ensure campus facilities meet growth requirements through key capital investments and increasing access to online learning.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Student spaces in public institutions:				
Total student spaces:[1]	179,405	182,339	194,119	186,736 SUBSTANTIALLY ACHIEVED[4]
Student spaces in nursing and other allied health programs:[2]	10,797	11,591	11,565	12,321 ACHIEVED
Student spaces in medical school programs	698	804	904	898 SUBSTANTIALLY ACHIEVED[4]
Total credentials awarded[3]	47,737	48,618	48,775	48,708 SUBSTANTIALLY ACHIEVED[4]

Data Source: Post-Secondary Institutional Audited Full-Time Equivalent Reports.

[1] Actuals for 2005/06 and 2006/07 have been restated from 169,243 and 169,577, respectively, to include Apprenticeship. The 2007/08 target has been restated from 190,442 and now includes Industry Training Authority growth of 1,666 and 32 medical spaces.

[2] Student spaces in nursing and other allied health programs target for 2007/08 has been restated from 11,306.

[3] This measure includes all credentials awarded for programs that lead to a formal qualification (as opposed to a certificate of attendance) at all public post-secondary institutions. This includes all forms of post-secondary education from vocational training to graduate programs; however, it does not include credentials awarded by the Industry Training Authority. Data for this measure from the Ministry of Advanced Education, Central Data Warehouse and The University Presidents' Council of British Columbia database.

[4] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Discussion of Results

The outcome being assessed by this measure is how effectively B.C. public post-secondary institutions are meeting the system target for student spaces (Full-Time Equivalents).[6] The Ministry and institutions are working together to manage this expansion in an effective and efficient manner.

The data is calculated using end-of-fiscal-year audited enrolment reports submitted to the Ministry by public post-secondary institutions, and is expressed both as a total count of actual Full-Time Equivalents delivered and as a ratio of actual to funded Full-Time Equivalents, also known as a utilization rate.

The 2007/08 result indicates the extent to which B.C. public post-secondary institutions are meeting Full-Time Equivalent targets overall, as well as in fields with projected workforce shortages: 1) registered nursing, licensed practical nursing, resident care aide and other allied health occupations; and 2) medicine.

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[6] The Full-Time Equivalent (FTE) measure converts all full- and part-time student enrolments into the equivalent number of full-time enrolments based on a full course load.

The "total student spaces" target was substantially achieved. The utilization rate corresponding to 186,736 seats was 96.2 per cent.

There was an increase in the number of learners accessing the public post-secondary system in 2006/07, with the November 1 headcounts growing from 238,326 to 241,690. These figures only represent the number of learners in post-secondary education at a single point in time, and many more participate on a part-time basis and are involved in lifelong learning at other times of the year. For example, the 20 institutions who provide data to the Post-Secondary Central Data Warehouse had a headcount on November 1, 2006 of 139,555 and a total headcount for the 2006/07 academic year of 313,741.

The "student spaces in nursing and other allied health programs" target was achieved. The nursing and other allied health programs utilization rate corresponding to 12,321 seats was 106.5 per cent; 756 seats more than the 2007/08 target were delivered. The "student spaces in medical programs" target was substantially achieved as the utilization rate corresponding to 898 seats was 99.3 per cent.

The "total credentials awarded" target was substantially achieved as 67 fewer credentials were awarded than the target of 48,775. The purpose of this measure is to assess the system's capacity to meet student demand and to ensure sufficient numbers of graduates.

Ministry Response

The Ministry monitors and assesses utilization rates on a regular basis to identify any long term structural challenges associated with the Full-Time Equivalent targets. Adjustments to targets were made in 2007/08 based on softening enrolment in some areas of the province due primarily to improved economic conditions and higher than anticipated demand in other areas.

For 2007/08, Government targeted growth in priority areas of graduate student spaces, skilled trades, and access for Aboriginal learners, in addition to health care and medical education. The Ministry will continue to monitor trends in these programs and where necessary, develop strategies to assist institutions in meeting student and employer needs.

Objective 2: Access

For the purpose of this objective, access means all citizens have equitable and affordable access to public post-secondary education. Achieving this objective will ensure that opportunities are available for students to pursue post-secondary education throughout the province, and that barriers, such as financial or geographic limitations, are minimized.

Strategies

- Provide student financial aid, including incentive programs related to specific occupations and geographic regions.
- Develop and fund initiatives for Aboriginal learners including Aboriginal Special Project Funding and Aboriginal Service Plans.
- Develop and fund initiatives to support specific populations such as English as a Second Language and adult literacy programs.
- Maintain affordable post-secondary education through fair tuition policy.
- Support online learning to reduce the need for costly relocation.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Student spaces in developmental programs:[1]	12,371	11,826	≥ 12,454[2]	12,203 Substantially Achieved[5]
Public post-secondary participation rate for population aged 18-29	52.3%[3]	53.7%[3]	≥ 53.7%	56.0% Achieved
Number and per cent of public post secondary students who are Aboriginal[4]	16,466[3]	17,252[3]	≥ 17,252	18,254 Achieved
	4.4%	4.3%	≥ 4.3%	4.5% Achieved

Data Source: Ministry of Advanced Education, Central Data Warehouse and The University Presidents' Council of British Columbia database, and the population data from BC Stats Population Extrapolation for Organization Planning with Less Error.

[1] Post-Secondary Institutional Audited Full-Time Equivalent Reports.

[2] The 2007/08 target was revised to reflect more current data.

[3] The 2005/06 and 2006/07 results have been adjusted since the 2007/08 Service Plan to reflect more current data.

[4] Data are self-reported. Percentages are calculated using domestic headcounts for the academic year.

[5] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Discussion of Results

The outcome being assessed by the "student spaces in developmental programs" measure is whether the public post-secondary education system was able to meet the Full-Time Equivalent target for developmental programs. The target of 12,454 Full-Time Equivalent spaces was substantially achieved. 12,203 spaces were provided for a utilization rate of 98.0 per cent. Developmental programs serve people who have basic literacy needs, did not complete high school, or are upgrading to access post secondary training. These programs also serve newcomers to British Columbia whose first language is not English, and people with permanent disabilities.

In the public post-secondary system, Developmental Programs is the generic name for the cluster of programs comprising Adult Basic Education (ABE), English as a Second Language (ESL) and Adult Special Education (ASE) for students with disabilities.

The purpose of the "public post-secondary participation rate for population aged 18-29" measure is to provide context for efforts to increase capacity and improve access at a pace that exceeds population growth for the 18-29 year-old cohort — the population considered the most representative of post-secondary students. This measure also provides an indication of the level of demand for post-secondary education in B.C. and whether the system has been successful in meeting that demand. The 2007/08 target was achieved and the result represented an increase over previous years. The results suggest that despite the robust job market, there has been an increased demand for post-secondary education.

The performance measures on public post-secondary students who are Aboriginal report on the number of Aboriginal students enrolled in post-secondary education as well as the percentage of the total student body that Aboriginals comprise. Both of these measures were achieved. Results over the last three academic years show a healthy increase in both number and per cent of public post-secondary education students who are Aboriginal. This is consistent with results since the Ministry began tracking this measure in 2002/03.

New Measure: Affordability

A new measure on affordability was developed for the 2007/08 Service Plan Report. It measures the per cent of former public post-secondary students' monthly income used for education loan repayment. While this measure might not provide a complete picture of the income and debt levels of students in the B.C. post-secondary system who use student financial assistance, the Ministry will analyze annual fluctuations as one of the criteria it will use to evaluate the accessibility of post-secondary education in British Columbia.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of former students' monthly income used for education loan repayment:[1]				
Former certificate, diploma and associate degree programs	N/A	N/A	≤ 4%	4.0%[2] ACHIEVED
Baccalaureate programs	N/A	N/A	≤ 7%	6.5%[3] ACHIEVED

Note: The percentage of income used for loan repayment is based on the median monthly income and median debt reported by students (See Footnote 1). The monthly loan repayment values are calculated using a 9.5 year amortization period (the period used for federal consolidated student loans) and an interest rate of prime plus 2.5 per cent (or 7.25 per cent at the time of this calculation).

[1] Data for this measure is derived from two optional surveys. Former certificate, diploma and associate degree program students are surveyed in the BC College and Institute Students Survey. Baccalaureate graduate students from all institutions are surveyed in the Baccalaureate Students Survey. As part of the survey, students have indicated their income and how much debt they have incurred through BC Student Loans, the Canada Student Loans Program and from private sources. Some of the students reporting do not have BC Student Loans.

[2] The margin of error is 1.0% (19 times out of 20).

[3] The margin of error is 1.9% (19 times out of 20).

Discussion of Results

This measure was introduced in the 2007/08 Service Plan to assess the per cent of former students' monthly income that is used for education loan repayment. Approximately half of all full-time public post-secondary students acquire student loans, and of those about 40 per cent pay off their loans within two years. It should be noted that the data used for this measure are based on surveys of former students who still had education-related loans outstanding at the time of the survey.

The Ministry aims to establish the most reasonable and equitable balance between the costs (borne by students, taxpayers and institutions) and the benefits (shared by former students, society and institutions) of post-secondary education. This measure examines the affordability for students and thereby the balance between the partners.

The target is to keep the percentage of monthly income used to payoff education loans equal to or lower than current levels. A lower debt to income ratio indicates a more affordable post-secondary education. The targets for this measure were achieved among former diploma, certificate and associate degree program students, as well as baccalaureate graduates.

Objective 3: Efficiency

Achieving this objective means the public post-secondary system is able to deliver education programs to students in a timely and efficient manner.

Strategy

- Facilitate transfer into and between post-secondary institutions by increasing the number of course-to-course and block transfer agreements. This allows students greater flexibility in completing their education and translates into improved student affordability and accessibility.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Degree completion rate:				
Percentage of university direct entry students who complete baccalaureate degrees within 7 years of admission	74.1%	73.0%	73.0%	70% SUBSTANTIALLY ACHIEVED[1]
Percentage of university transfer students who complete baccalaureate degrees within 5 years of admission to university	75.2%	73.3%	73.3%	75.1% ACHIEVED

Data Source: Institutions' administrative systems. Data provided via The University Presidents' Council of British Columbia.

Note: Only University of British Columbia, Simon Fraser University, University of Victoria and University of Northern British Columbia are included for this measure.

[1] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Discussion of Results

This measure is intended to assess the ability of B.C. public universities to deliver degree programs to students in an efficient and timely manner. The benchmark for this measure is seven years for direct entry student and five years for transfer students.

The target for "percentage of university direct entry students who complete baccalaureate degrees within 7 years or admission" was substantially achieved. The target for "percentage of university transfer students who complete baccalaureate degrees within 5 years of admission to university" was achieved. While the completion rate for direct entry students continued to decline, the rate for university transfer students showed a slight increase over the previous year. Results for this measure are impacted by the strong provincial economy which attracts students to the workforce before program completion. The Ministry will continue to monitor the system and institutional trends and take action if the direct entry student completion rates continue decreasing.

Objective 4: Quality

Quality means the post-secondary system provides sufficient quality to meet the needs of students, employers and citizens. Achieving this objective ensures that the education and training that post-secondary students receive in B.C. meet a high standard of excellence.

Strategies

- Collect and provide quality monitoring and improvement information through system-wide surveys for students at public institutions, as well as a variety of methods used by the institutions.
- Ensure the quality of new public and all private degree programs through the Degree Quality Assessment Board, and ensure the quality of private post-secondary institutions through the Private Career Training Institutions Agency.

Performance Results

Performance Measures	2005/06 Actual[1]	2006/07 Actual[1]	2007/08 Target	2007/08 Actual[1]
Student assessment of quality:	Data not comparable due to change in data collection			
i) Overall satisfaction:				
Former Diploma, Certificate and Associate Degree Students		95.1%	≥ 90%	95.3% Achieved
Baccalaureate Graduates		95.8%		96% Achieved
ii) Skill development satisfaction:				
Former Diploma, Certificate and Associate Degree Students		79.9%	≥ 85%[2]	78.7% Substantially Achieved[3]
Baccalaureate Graduates		87.9%		82.6% Substantially Achieved[3]

Data Source: Former diploma, certificate and associate degree students' data are from the 2007 B.C. College and Institute Student Outcomes Survey. Baccalaureate graduates data are from the 2007 Baccalaureate Graduate Survey and B.C. College and Institute Student Outcomes Survey. Margins of error are within plus or minus one per cent (19 times out of 20).

[1] As of the 2006 survey year, baccalaureate graduates from all institutions are surveyed in the Baccalaureate Graduate Survey. Previously, any baccalaureate graduates from colleges, university colleges and institutes were surveyed with certificate, diploma and associate degree students at those institutions. Therefore, comparisons with earlier years are not recommended.

[2] The target for "skill development" was incorrectly published in the 2007/08 Service Plan as 90 per cent. This target has remained at 85 per cent for several years.

[3] This performance target is considered substantially met if performance is at least 90 per cent of the target.

Note: Results used in the 2008/09 Service Plan Report were collected using a combination of telephone and web survey methods; previous Service Plan Reports used data only from telephone surveys. Web results tend to be less positive than telephone results when polling takes place, but in this case the combined web and telephone survey results does not change the achievement status (Achieved/Exceeded) for these performance measures. (The difference between telephone responses and mixed-mode responses is not statistically significant.)

Discussion of Results

As of the 2006 survey year, baccalaureate graduates from all public institutions are surveyed using the same survey: the Baccalaureate Graduate Survey. As a result, student outcomes data in this report are no longer reported by institutional sectors, but rather by student qualification — i) former diploma, certificate and associate degree students and ii) baccalaureate students.

Students' assessment of their overall satisfaction with their program and the skills they developed is one way of measuring quality in the system. Surveys are taken two years after students complete their programs. This allows students to reflect on their education in relation to their experience in the workforce. The survey asks students to rate their satisfaction of their skill development in seven areas: Self-learning, problem resolution, critical analysis, group collaboration, reading and comprehension, oral communication and written communication.

Targets for percentage of baccalaureate and former diploma, certificate and associate degree students who were very satisfied or satisfied with their education were achieved.

Targets for percentage of baccalaureate and former diploma, certificate and associate degree students who indicated their education helped them develop their skills were both substantially achieved. Among former diploma, certificate and associate degree students, targets for self-learning, critical analysis, group collaboration, and reading and comprehension were substantially achieved; however, problem resolution, oral communication and written communication targets were not achieved.

Among baccalaureate graduates, reading and comprehension, critical analysis, and self-learning targets were achieved. Written communication, oral communication, group collaboration and problem resolution targets were substantially achieved.

Objective 5: Relevance

Relevance means the public post-secondary system is relevant and responsive to the needs of the student and the province by providing the appropriate scope and breadth of education. Achieving this objective will ensure that education and training offered through the post-secondary system are relevant to the knowledge, skills and abilities needed in the labour market. The public expects that students who complete post-secondary programs will have better employment outcomes than students with only high school education.

Strategies

- Analyze labour market and socio-economic trends to acquire the current and relevant information needed to support post-secondary policy and programming decisions. This information can be found at: www.aved.gov.bc.ca/labourmarketinfo/careers.htm.

- Build linkages between the post-secondary system and industry to ensure that up-to-date knowledge and skills needed by employers in a modern economy are provided by public post-secondary institutions.
- Monitor student labour market outcomes.
- Implement a workplace literacy and essential skills initiative to partner with government, educators, employers, labour and community organizations to ensure the workforce will maintain its competitiveness.
- Establish the Ministry's strategic policy agenda for post-secondary labour relations.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target[1]	2007/08 Actual
Student outcomes — unemployment rate:				
• Former Diploma, Certificate and Associate Degree Students	Data not comparable due to change in data collection	6.3%	Less than unemployment rate for those with high school credentials or less (6.5%)	6.1% ACHIEVED
• Baccalaureate Graduates		3.9%		2.7% EXCEEDED

Data Source: Former diploma, certificate and associate degree students' data are from the 2007 B.C. College and Institute Student Outcomes Survey. Baccalaureate graduates data are from the 2007 Baccalaureate Graduate Survey and B.C. College and Institute Student Outcomes Survey. Margins of error are within plus or minus one per cent.

[1] 2007 B.C. unemployment rate for population aged 18-29 with high school credentials or less.

Discussion of Results

This measure provides some indication of how successful former students were in making the transition from public post-secondary education to employment. To accomplish this, the measure compares former public post-secondary students and graduates unemployment rates with the unemployment rate for British Columbians with high school credentials or less.

The target for former diploma, certificate and associate degree students was achieved. The target unemployment rate for baccalaureate graduates was exceeded. While this target has been consistently reached for the last few years, exceeding the unemployment rate for baccalaureate graduates is indicative of the knowledge economy's demand for workers with baccalaureate credentials or higher.

Goal 2: Excellent research and innovation that supports economic and social development

British Columbia will strive to enhance its reputation as a world-class centre for research and innovation in a diverse range of fields and disciplines. The discoveries, innovations and knowledge developed through research will create social and economic benefits throughout the province, including enhanced business opportunities and assistance to organizations looking to develop and grow in a changing economy. This goal reflects the Ministry's formal responsibility for research and technology.

Objective 1: Research Capacity

Research capacity indicates that the necessary means to meet the research and innovation needs of the province are available. Achieving this objective will ensure researchers in British Columbia have the resources and facilities necessary to fulfill the Ministry's research goal.

Strategies

- Provide administrative and technical infrastructure funding support, as well as research funding support. The Ministry provides operating grants to the public universities, portions of which the universities dedicate to research activity.
- Support and oversee provincial research organizations.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Research capacity:				
i) Sponsored research funding from all sources:	Total: $495 M	Total: $507 M	≥ 507 M	$616 M EXCEEDED
a) Federal	$248 M	$299 M	≥ 299 M	$344 M EXCEEDED
b) Provincial	$90 M	$36 M	≥ 36 M	$91 M EXCEEDED
c) Other	$157 M	$172 M	≥ 172 M	$181 M ACHIEVED

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
ii) British Columbia proportion of federal awards	10.6%	12.2%	≥ 12.2%	12.8% Achieved
iii) Highly qualified personnel[1]				
Number	17,881	19,391	≥ 19,391	21,170 Achieved
Number per 1,000 population	4.2 / 1,000	4.5 / 1,000	≥ 4.5 / 1,000	4.9/1,000 Achieved

Data Source: Data for sponsored research funding and B.C. proportion of federal awards is obtained from the Canadian Association of University Business Officers, and reflect revenue reported by public post-secondary institutions to the association, for two years previous. Therefore, 2005/06 actual reflects 2003/04 academic year data. Data for highly qualified personnel is provided by the universities and is for the 2005/06 academic year.

[1] Highly qualified personnel include faculty, graduate students and post-doctoral fellows. Although the university colleges, colleges and institutes conduct applied research in British Columbia and have significant numbers of highly qualified personnel, this measure includes only the research universities (University of British Columbia, Simon Fraser University, University of Victoria and University of Northern British Columbia). Data is provided by The University Presidents' Council and is for 2005/06 academic year.

Discussion of Results

The outcome being assessed by these measures is the resources that public universities have at their disposal for research and innovation. The total target for sponsored research funding from all sources was exceeded. This was the result of exceeding the amount received in the previous year, from both federal and provincial sources, and achieving a similar amount of funding from other sources. The target for the B.C. proportion of federal awards measure was achieved, indicating that B.C. is continuing to increase its share of federal funding. The "number of highly qualified personnel" and "number of highly qualified personnel per 1,000 of the population" targets were achieved.

Objective 2: Research Relevance

Research relevance means that the research undertaken in the province is related to B.C.'s current and emerging social and economic needs. Achieving this objective will yield the intended social and economic benefits.

Strategy

- Contribute funding and support for research at public post-secondary institutions through operating grants.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target [1]	2007/08 Actual
Number of licences, patents and start-up companies:				
i) Licence/option agreements	63	53	≥ 53	45 Not Achieved
ii) US patents issued	26	38	≥ 38	18 Not Achieved
iii) Start-up companies	9	11	≥ 11	9 Not Achieved
iv) Licence income received	\$14.6 M	\$15.6 M	≥ \$15.6 M	\$16.4 M Exceeded

Data Source: Data for this measure is based on administrative data provided by British Columbia's three largest universities, University of British Columbia, Simon Fraser University and University of Victoria. Due to the nature of the research cycle, there is a time lag for the actual data. Therefore, 2005/06 actual reflects 2003/04 academic year data.

Discussion of Results

This measure focuses on the commercial applications that result from research at public post-secondary institutions, commercialization and the relationship of research to economic growth, in the form of licences, patents, and start-up companies. The results of this measure are jointly influenced by the Ministry and its partners. The measure does not reflect the many non-commercial benefits of post-secondary research activity, nor the indirect economic benefits generated by startup companies. These aspects are important but difficult to quantify.

The targets for "number of licence/option agreements" and "number of US patients issued" were not achieved. There were nine start-up companies in 2007/08 which was two less than the previous year. This means that the target was not achieved. The "licence income received" target of \$15.6 million was achieved with a total of \$16.4 million, which was \$800,000 more than the previous year's total.

Ministry Response

Although three of the four targets were not achieved, the absolute number of licence/option agreements and number of start-up companies were close to the targets. The total "number of US patents issued" target was missed by a greater margin. For these three measures, the small overall numbers reported exaggerate the percentage variation between years. Results are also the product of research and business cycles which are not tied to a linear fiscal year. Strategies will remain the same.

Report on Resources

2007/08 Resource Summary

	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Educational Institutions and Organizations	1,688,169	7,257	1,695,426	1,718,622	23,196
Student Financial Assistance	136,728		136,728	121,881	(14,847)
Debt Service Costs and Amortization of Prepaid Capital Advances	294,917		294,917	283,392	(11,525)
Research and Innovation	11,910	72,000	83,910	89,822	5,912
Executive and Support Services	19,352		19,352	16,616	(2,736)
Total Operating Expenses before Adjustment of Prior Year's Accrual	**2,151,076**	**79,257**	**2,230,333**	**2,230,333**	**0**
Adjustment of Prior Year's Accrual[3]				(1,997)	(1,997)
Total Operating Expenses after Adjustment of Prior Year's Accrual	**2,151,076**	**79,257**	**2,230,333**	**2,228,336**	**(1,997)**
Full-time Equivalents (Direct FTEs)					
Executive and Support Services	228		228	217	(11)
Total	**228**		**228**	**217**	**(11)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Executive and Support Services:					
Information Systems	1,935		1,935	917	(1,018)
Furniture and Equipment	75		75	39	(36)
Tenant Improvements	150		150	0	(150)
Total	**2,160**		**2,160**	**956**	**(1,204)**

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly in February 2007.

[2] Other Authorizations includes Supplementary Estimates of $72 million and access to government contingency for $7,257 million.

[3] As in accordance with Generally Accepted Accounting Principles (GAAP), this amount reflects an adjustment of prior year's expense accrual. These dollars are not available for Ministry spending.

	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Capital Plan ($000)					
Educational Institutions and Organizations:					
Prepaid Capital Advances	300,860		300,860	286,804	(14,056)
Total	**300,860**		**300,860**	**286,804**	**(14,056)**
Other Financing Transactions ($000)					
Student Financial Assistance — BC Student Loan Program:					
Total Receipts	70,000		70,000	62,562	7,438
Total Disbursements	270,000		270,000	190,141	(79,859)
Total Net Cash Source (Requirements)	**(200,000)**		**(200,000)**	**(127,579)**	**(72,421)**

Educational Institutions and Organizations provides funding to universities, university colleges, colleges, institutes, educational agencies, and other organizations to support the post-secondary education system. Recoveries are received from the federal government in accordance with federal/provincial agreements.

Student Financial Assistance provides for the administration, operations and delivery of the BC Student Financial Assistance Program. It provides financial, income and other assistance to and for students including scholarships, bursaries, interest on student loans issued by financial institutions under these programs, debt service costs on loans issued by the province, provisions for future liabilities on student loans, transfers to students, and transfers for initiatives that enhance student performance and access. Recoveries are received from students for student loan interest repayments.

Debt Service Costs and Amortization of Prepaid Capital Advances provides for the payment of short and long-term debt service costs for approved capital projects including new buildings, equipment, renovations, and improvements to existing university, university college, college, institute and agency facilities, and interest payments on matching funds relating to the Canada Foundation for Innovation program for research infrastructure projects. Sinking fund assets, which are used to retire existing debt obligations, earn interest that is netted against debt service costs. This core business also provides for amortization of funds advanced for capital projects including new buildings, renovations and improvements, and equipment purchases.

Research and Innovation provides funding to support research and innovation including grants to the BC Innovation Council. This business area also provides funding to support the Premier's Technology Council.

Executive and Support Services provides for ministry leadership and direction, establishment of policy and accountability, and provides program support for the post-secondary system. This business area also provides for consumer protection with respect to private post-secondary institutions and quality assessment for public and private post-secondary degree granting institutions. This business area also provides for the office of the Minister of Advanced Education, and includes salaries, benefits, allowances, and operating expenses for the minister and for the minister's staff. Transfers are provided for post-secondary development and implementation activities, research, labour market initiatives, and national and international education initiatives. Recoveries are received from participation in federal / provincial agreements and activities, and for ministry services provided for in this business area. Financial, human resources, information resources,[7] administrative, freedom of information and privacy, and general services and assistance are provided to the Ministry of Advanced Education by the Ministry of Education, Management Services Division.

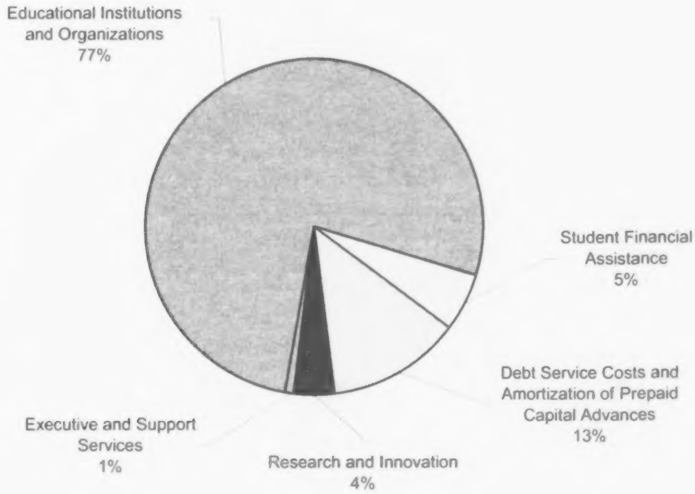
The Ministry spent $2.2 billion in operating expenses during the 2007/08 fiscal year. Educational Institutions and Organizations was overspent due to one time funding of Ministry and Government priorities. Student Financial Assistance was under spent due to actual loan disbursements being less than anticipated and interest recovery being over recovered due to higher than projected student loan repayment rates. Research and Innovation was overspent due to a one time funding of a Ministry priority.

---

[7] Information technology services, including workstation and software support for Ministry staff, all Ministry computer applications, e.g., Student Financial Aid System and PLNet, the underlying network infrastructure used by all colleges and university colleges are provided through the Knowledge Management Division of the Ministry of Education.

Ministry Expenses by Core Business

2007/08 Actual Expenditures by Core Business



Income Statement for Universities and Colleges

Public Post-Secondary Institutions	2007/08 Budget	2007/08 Actual	Variance
Combined Income Statement ($000)			
Total Revenue	4,155,195	4,192,246	37,051
Total Expense	4,146,513	4,147,521	1,008
Operating Results	8,682	44,725	36,043
Gain (Loss) on sale of Capital Assets (if applicable)	—	—	—
Net Results	**8,682**	**44,725**	**36,043**

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Service	Ministry Branch/Agency	Telephone/Fax	E-mail/Website
General information			AVED.WEBMASTER@gov.bc.ca
Media inquiries	Public Affairs Bureau	Telephone: 250 952-6508 Facsimile: 250 356-6942	
Student loans, grants, bursaries, scholarships, and special programs	StudentAid BC	Telephone: 250 387-6100 Telephone: B.C. Lower Mainland: 604 660-2610 Telephone: Anywhere else in Canada/U.S. (toll-free): 1 800 561-1818 TTY line for deaf and hearing impaired: 250 952-6832 Facsimile: 250 356-9455	www.studentaidbc.ca
Degree Authorization Act	Degree Quality Assessment Board Secretariat	Telephone: 250 387-5163 Facsimile: 250 356-8851	AVED.DQABsecretariat@gov.bc.ca www.aved.gov.bc.ca/degree authorization/board/welcome.htm
Private Career Training Institutions Act	Private Career Training Institutions Agency	Telephone: 604 660-4400 Telephone: 1 800 661-7441 Facsimile: 604 660-3312	info@pctia.bc.ca www.pctia.bc.ca/

Appendix B: Hyperlinks to Additional Information

Legislation: www.aved.gov.bc.ca/publications/legislation.htm

Ministry of
Agriculture and Lands

2007/08
Annual Service Plan Report

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For more information on how to contact the British Columbia
Ministry of Agriculture and Lands
see Ministry Contact Information on Page 72 or contact:

Ministry of Agriculture and Lands
PO BOX 9120
STN PROV GOVT
VICTORIA BC
V8W 9B4

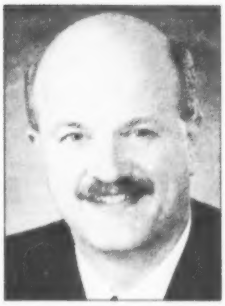
or visit our website at
www.gov.bc.ca/al

Integrated Land Management Bureau
see Bureau Contact Information on Page 37 or contact:

Integrated Land Management Bureau
PO BOX 9361
STN PROV GOVT
VICTORIA BC
V8W 9M2

or visit our website at
ilmbwww.gov.bc.ca/

Published by the Ministry of Agriculture and Lands



Message from the Minister and Accountability Statement

The *2007/08 – 2009/10 Service Plan* laid out the Ministry of Agriculture and Lands', including the Integrated Land Management Bureau, mandate to promote economic development and environmental sustainability for the agriculture and food sectors, supporting them in delivering safe, high-quality food, and to take a balanced, client-focused approach to the administration of Crown land and associated natural resources. Our mandate clearly supports the Province's Five Great Goals for a Golden Decade.

Agriculture has always been and will always be an essential part of the lives of British Columbians. This year, with the release of our Agriculture Plan and other key strategies, we are focusing on four priorities: the health of British Columbians; climate change mitigation; environmental sustainability; and a growing B.C. economy.

With land-use decisions now covering most of B.C., the Integrated Land Management Bureau is building upon its success by taking a greater leadership role in co-ordinating government's engagement and consultation with First Nations.

Highlights over the past year:

As part of the Agriculture Plan we announced a new "food miles" program. It is not only important that people learn of the diverse high-quality products we produce, but they also need to understand the distance food travels from farm to plate in making their purchases. This is one of many ways that agriculture can contribute to the Province's goal of reducing greenhouse gas emissions.

The Ministry has worked on initiatives supporting healthy British Columbians. The Ministry continued to help expand and implement the School Fruit and Vegetable Snack Program, partnering with ActNow BC. The First Nations Community Food Systems for Healthy Living project was expanded to 12 First Nations, providing fresh, healthy food for aboriginal communities.

In 2007/08, we worked in collaboration with groups like 4-H and B.C. Agriculture in the Classroom Foundation to build awareness of agricultural careers among high school students. The Summer Extension Assistant Program continued to provide hands-on experience in plant, animal, natural resource and soil sciences to agriculture students, and the Reclamation and Prospecting (RAP) Program was piloted in summer 2007. The RAP program is a partnership with the Ministry of Energy, Mines and Petroleum Resources, supporting the unique educational and social needs of rural First Nations youth while addressing labour shortages.

The Ministry continues to work on an aquaculture plan that balances the economic needs of coastal communities with the environmental imperatives of our province. This is being done in close collaboration with First Nations and other key stakeholders. This year we also suspended the issuance of licences and tenures for finfish aquaculture in North Coast tidal waters north of Aristazabal Island while we examine the feasibility of this new approach.

The new B.C. Brownfield Renewal Strategy was announced on Feb. 25, 2008 to help communities revitalize abandoned and underutilized lands known as brownfields. The strategy supports projects that create efficient, green communities that emphasize sustainability.

The Resort Municipality of Whistler and the Ministry partnered to develop an innovative solution to address the Fitzsimmons Creek slide risk and uncertainty about ownership of the day-skier parking lots situated on Crown land. The transfer of the parking lots to Whistler provides greater certainty about future ownership and solves the potential landslide issue presented by Fitzsimmons Slip.

Working with the federal government and the City of Surrey, the Ministry provided, through a Free Crown Grant, 2.3 hectares (5.8 acres) to the Fraser Health Authority for construction of a new 150,000-square-foot outpatient hospital providing leading-edge diagnostics and primary care services.

Led by the Ministry's Integrated Land Management Bureau (ILMB), the Province enhanced sustainable resource management, business certainty and critical habitat protection with the completion of a number of land-use agreements covering the Haida Gwaii, Sea-to-Sky and northwestern B.C. During the last year, we finalized agreements with the Haida, In-SHUCK-ch, Squamish and Lil'wat Nations, as well as a preliminary agreement with the Taku River Tlingit First Nation. All agreements stress the importance of balancing cultural, environmental and economic values in land-use decision-making in the province.

The Province remains committed to ensuring ecological integrity and improving human well-being as supported by a viable forestry industry and a new conservation-based economy by March 2009 in the Central and North Coast region. An important step toward accomplishing this commitment was reached in 2007/08 with the establishment of a legal ecosystem-based management (EBM) framework for this area, which will ensure that ecosystems and critical wildlife habitat are protected from resource development. A significant part of the EBM framework is the recognition and management of important First Nations cultural and heritage resources, including monumental cedars and culturally modified trees.

The introduction of GeoBC, a single gateway to provincial geography and geographic services that is housed within ILMB, enhances British Columbians' access to land and resource information. Since the launch of GeoBC, we have seen an increase in use of land and resource data, information and related products by public and government clients. Our success at providing state-of-the art resource information was also demonstrated by an agreement reached with Google Earth which will make B.C. the first Canadian province to link its topographical, forestry and mineral databases into the online search engine.

In the fall, the Mountain Caribou Recovery Implementation Plan was announced. The plan's goal is to restore the mountain caribou population to the pre-1995 level of 2,500 animals throughout their existing range in southeastern B.C. This plan was the result of provincial collaboration led by ILMB with conservation organizations, First Nations, the forestry industry and outdoor recreation groups.

British Columbians interests are well in hand, thanks to the hard work and innovative ideas generated through the day-to-day efforts of our Ministry staff. Our staff and the programs they develop and oversee have been recognized with numerous awards this past year. Our Production Insurance team received the Premier's Bronze Regional Award for service excellence. The Ministry's participation in the Province's Flood Preparation and Response Centre was acknowledged in receiving the Premier's Gold Award for cross government integration for outstanding work.

ILMB won the Premier's Silver Regional Award for leading the inter-agency Sea-to-Sky working group, as well as for developing an efficient method for consulting with First Nations on the replacement of Crown tenures in the Cranbrook area. ILMB staff also received the Premier's Bronze Regional Award for work on a number of projects including the Muskwa-Kechika Management Area partnership with University of Northern British Columbia and Sea-to-Sky First Nations Land Use Negotiating Team, as well as their participation on cross government teams for the mountain caribou recovery project and the Ruby Creek Mine Memorandum of Understanding with the Taku River Tlingit.

The *Ministry of Agriculture and Lands 2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08–2009/10 Service Plan.* I am accountable for those results reported.

Pat Bell

Honourable Pat Bell
Minister of Agriculttre and Lands

June 20, 2008

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Introduction to the Annual Service Plan Report

This annual service plan report provides the results for the work performed in 2007/08 by the Integrated Land Management Bureau and the Ministry of Agriculture and Lands:

- Part A presents the Integrated Land Management Bureau's *2007/08 Annual Service Plan Report*.
- Part B presents the Ministry of Agriculture and Lands *2007/08 Annual Service Plan Report*.

The Integrated Land Management Bureau reports through the Ministry of Agriculture and Lands but operates with an independent executive structure.

Part A:
Integrated Land Management Bureau

Highlights of the Year

In June 2005, the B.C. government established the Integrated Land Management Bureau to provide one-stop access to natural resource authorizations and information, to lead the completion of strategic land-use plans in a manner that supports the sustainable economic development of the province's natural resources, and to prioritize and co-ordinate recovery planning for species-at-risk. This year the Bureau began preparing for a business change as it moves to meet government's direction to continue to be a catalyst for change in promoting greater co-ordination of government's natural resource sector functions and activities. The Bureau's third-year achievements included:

Regional Client Services

- Began development of Virtual FrontCounter, a client-centric, one-stop electronic service channel. Progress has been made in the development of various components of this business integration and collaboration delivery model, including payments online, authorizations and permits online, and an electronic referral process.
- Supported the delivery of co-ordinated inter-agency compliance and enforcement strategies by implementing the Bureau's Deputy Ministers-led Resource Management Coordination Project in northwest B.C. While the initial focus was on co-ordinating First Nation consultation, compliance and enforcement and potential expansion of FrontCounter BC to northwest communities, the Bureau is now moving to provincewide implementation.
- Developed a new franchise model for FrontCounter BC whereby agencies with substantive regional delivery infrastructure (like the Ministry of Forests and Range) can host the FrontCounter BC service in various regional offices.
- Worked with the Ministry of Tourism, Sport and the Arts to take on delivery of the Adventure Tourism function.
- The E-Licensing Project Office joined the Bureau as the Natural Resource Sector E-Licensing Program. Building on the successful FrontCounter and GeoBC single-window service delivery model, the e-licensing program is continuing to develop into a one-stop electronic authorization and permitting service across the entire resource sector. Bringing e-licensing into the Bureau will ultimately lead to lower partner agency costs and increased program sustainability — outcomes that meet government's priorities for innovation and improved efficiency.
- Began the implementation of a Natural Resource Sector Information Systems Plan that is actually a series of collaborative systems development and implementation projects in support of B.C's natural resource agencies. Examples of projects established under this plan are compliance and enforcement, First Nations, e-licensing and permitting, and natural resource sector standards.

- Began development of a new approach to co-ordinating First Nations consultation and accommodation in partnership with all natural resource agencies.
- Completed regional natural resource sector service plans for Coast, Southern Interior and Northern regions, a specific outcome of Inter-Agency Management Committee co-ordination.
- Provided a valuable forum for shared natural resource management issues through meetings arranged by the Inter-Agency Management Committees and new Sub-regional Managers Committees.
- Developed and implemented a joint Bureau — Oil and Gas Commission FrontCounter BC office in Fort St. John in the summer of 2007, thereby continuing the Bureau's efforts at providing one-stop shopping for the natural resource sector.
- Assembled a successful independent power producer team under IPP leadership in the fall of 2007 — a team that has exceeded its performance targets and completed 148 decisions that allowed IPP applications to be tenured or to move forward in a significant way. The team also successfully completed the rewriting of an IPP Guide Book that describes permitting requirements for federal, provincial and local governments for all types of IPPs.
- Issued a total of 2,176 tenures[1] under the *Land Act* during 2007/08, thereby providing access to Crown land for many uses including commercial, recreational and industrial activities that strengthen the provincial economy while respecting environmental and social values. One example was Bureau staff continuing to work with the Village of Harrison Hot Springs to issue and amend a number of tenures to address a broad range of community concerns and allow the village to revitalize its waterfront. The Bureau's efforts ranged from facilitating the construction of an amphitheatre on the beach, to the development of a municipal works yard and the protection of park land.

Land and Resource Information

- The IT/IM infrastructure and the staff supporting that infrastructure was moved from Ministry of Environment's Corporate Services Division to the Bureau as planned in the fall of 2007.
- Forest resource information consolidation for the forest industry was delivered as planned. Letters of support for continued work were received from industry.
- The Bureau continued to develop corporate tools for government such as the Aboriginal Engagement Corporate Information System, which links the B.C. government's natural resource First Nation documents with other warehouses of information, thus providing an excellent search capability.

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[1] This figure includes 1,152 new tenures, 981 replacement tenures and 43 pre-renewals. It does not include those oil and gas tenures issued on the Bureau's behalf by the Oil and Gas Commission.

- The Bureau formed an innovative partnership with Google Earth to make the province's geographic data available to a worldwide audience, providing B.C. with greater exposure to potential tourists and investors.
- An alternative service delivery approach to integrating Crown and private cadastre (property registry information) has been developed with the Ministry of Labour and Citizens' Services and the BC Land Title and Survey Authority.
- Geographic Information System (GIS) support for the various Bureau agencies and, in some cases, to the social side of government occurred last year, meeting or exceeding expectations.

Land-Use Planning

- In addition to the development of a new legal framework for forestry development mentioned in the Minister's message, another key deliverable of the Coast Land Use Decision was the Province's contribution to the Nanwakolas Council to create a Clearinghouse pilot project which will streamline First Nations referrals and consultation related to natural resource applications in their territories. This project provides a new model for agency referrals and responses and gives the First Nations the staff and funding capacity needed in order to respond to natural resource applications in a timely fashion.
- Delivered a land-use planning decision for Haida Gwaii which will result in nearly half the land base of Haida Gwaii being protected. The agreement brings cultural, environmental and economic interests into balance. It provides ongoing economic timber opportunities, new protected areas, special value areas for birds and an ecosystem-based management regime to ensure the vital balance between healthy ecosystems and vibrant communities. An economic development understanding has also been completed by local government leaders that outlines a common set of economic development priorities and an Islands-wide economic development approach.
- Finalized the final phase of the Sea-to-Sky land-use plan resulting in the signing of land-use agreements between the Province and the In-SHUCK-ch First Nations, the Squamish Nation and the Lil'Wat Nation (April 2008), which will protect sensitive areas through the establishment of cultural management areas and conservancies and provide greater certainty for economic development.
- The Morice Land and Resource Management Plan was finalized, following a government-to-government process with plan area First Nations including the Office of the Wet'suwet'en, Lake Babine Nation, Nedot'ats Hereditary Chiefs and Yekooche First Nation. The agreement is the result of collaborative partnerships between B.C., First Nations, industry and local communities,

> *"This is an important day for us. Through this agreement, we have committed to working collaboratively to ensure the sustainable management of local lands. New protected areas, resource and recreational zones will ensure that the land that we all rely on is used responsibly and sustainably. It will provide the means to protect In-SHUCK-ch mountain."*
>
> — Chief Keith Smith
> Samahquam Nation.

and will ensure long-term sustainable resource management and critical habitat protection for the area.

- A framework agreement was signed by the Province and the Taku River Tlingit First Nation to solidify their commitment to creating a plan for sustainable use of natural resources in northwestern B.C. The agreement includes the creation of a joint land forum involving the Province, the First Nation and a representative of the community to work on a land-use agreement, collaborative fish and wildlife management planning and processes for shared decision-making.
- Worked closely with Parks Canada, First Nations, local government and key interests to continue proactively planning coastal and marine land use within southern Georgia Strait. For example, the Bureau completed a coastal land-use analysis for the proposed National Marine Conservation Area lands within southern Georgia Strait.
- The Bureau also worked to create opportunities to develop and market Crown land parcels to meet the needs of communities. Examples include the following:
  - The Bureau and the Town of Osoyoos entered into a land development agreement which will see the creation of a light industrial subdivision located adjacent to the Osoyoos Municipal Airport. This agreement will help to diversify the local economy and promote economic development opportunities.
  - The Bureau was instrumental in negotiating the sale of Crown foreshore to facilitate the Nanaimo cruise ship terminal development.
  - The Bureau concluded a complex negotiation and exchange of Crown land to facilitate the Port McNeill airport development.

Species-at-Risk Co-ordination

- Recovery actions for mountain caribou and spotted owl continued to be successfully co-ordinated by the Bureau.
- A Mountain Caribou Recovery Strategy was approved in the summer of 2007 and an implementation plan is underway that foresees restoring mountain caribou population to the pre-1995 level of 2,500 animals throughout their existing range in B.C. The plan is a result of a unique partnership between conservation organizations, the forest industry, First Nations and outdoor recreation organizations, all using a collaborative approach aimed at seeking solutions to recovering mountain caribou to sustainable numbers.
- In 2007, the Spotted Owl Population Enhancement Team made recommendations to government for the support of a captive breeding and reintroduction program. Currently, there are two breeding pairs in captivity.

Purpose of the Bureau

Crown land in British Columbia covers 94 per cent of the province. This publicly owned land and its natural resources are major contributors to the economic, social and environmental health of the province. The Integrated Land Management Bureau plays a key role in facilitating co-ordinated access to both Crown land and its resources, furthering government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of a strong, mutually supportive relationship with First Nations.

The Integrated Land Management Bureau provides an array of services to the public and to other government agencies involved in using and managing Crown land and natural resources. The Bureau's clients range from those seeking access for business, community, recreational or other purposes to those interested in the effective environmental stewardship of land and resources. The Bureau assists clients in many ways, including: co-ordinating access to tenures, permits, licences, Crown land sales and grants; co-ordinating multi-agency consultation engagement agreements with First Nations on land and resource issues including implementation of land-use planning agreements; managing and providing land and resource information; and co-ordinating recovery planning for broad-ranging species-at-risk.

Bureau Vision

World-leading, natural resource service delivery that exceeds expectations and provides business certainty for clients.

Bureau Mission

Deliver leading edge, timely, client-friendly and responsive integrated natural resource information and services that support a vibrant B.C. economy, healthy communities and a sustainable environment.

Established in 2005, the Bureau is hosted by and accountable to the Minister of Agriculture and Lands. Enjoying relative independence, the Bureau's services to the public are provided on behalf of numerous provincial ministries. Five ministries generally oversee the work of the Bureau as an advisory board: Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; Tourism, Sport and the Arts. The Ministry of Transportation and the Ministry of Aboriginal Relations and Reconciliation contribute occasional oversight. The Bureau also provides corporate leadership on behalf of government towards the sustainable management of natural resources and co-ordination of related information.

In addition, the Bureau has nine regional FrontCounter BC offices, providing a single-window access point for over 100 different types of authorization applications related to natural resources on behalf of the ministries and other agencies it serves.[2] FrontCounter BC services cover this wide range of natural resource authorizations while integrating Crown land use, land-use planning, provision and analysis of related information. In a similar capacity, the Bureau's web-based Natural Resource Information Centre provides a single window to the province's common land and resource information products and services.

In effect, the Bureau is the primary provincial source for authoritative land, resource and geographic data and application services.

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[2] The ministries have a mandate to adjudicate non-*Land Act* natural resource authorizations. They review and make decisions on the applications. The Bureau tracks the progress of applications and communicates the results to the client. In the case of applications for new and replacement land tenures under the *Land Act* or Crown land sales, the Bureau also adjudicates these applications on behalf of the Ministry of Agriculture and Lands.

Strategic Context

In its third full year of existence, the Integrated Land Management Bureau responded quickly to a number of external factors that could have affected its business or intended achievements. One overarching external factor that served as a key driver behind the Bureau's activities late in the year was the need to respond to government's new commitment to improve the effectiveness of provincial engagement with First Nations. In support of this challenging and important commitment, the Bureau's Board of Directors supported the creation and delivery of a new co-ordinated approach that will benefit our individual agencies, the Crown, First Nations and communities across British Columbia. An overview of these and other factors follows and is expanded upon in the Report on Performance section, along with the objectives and strategies the Bureau followed to address them.

Balancing the Competing Demands for Land Use: The lengthy list of economic, social and environmental activities undertaken on Crown land is extremely diverse and sometimes competitive. As in every other year, the Bureau was tasked with finding a balance in managing these activities in a way that is beneficial to the province. Timely decision-making on Crown land management continues to be affected by decisions from the Supreme Court of Canada on First Nation accommodation and consultation.

Continued Market Demand for Natural Resources: High North American and international market demand for natural resources, particularly energy resources, continued to result in ongoing requests for the Bureau to facilitate access to a wide range of natural resources and to plan and allocate Crown land to meet the needs of communities, First Nations and economic development.

Economic Development Opportunities on Crown Land: Despite the current uncertainty of the U.S. housing market, demand for housing in B.C. remained strong. This demand, plus low interest rates, low vacancy rates and a growing population, placed further pressure on making Crown land available. In addition, a consequence of business growth is more clients seeking access to Crown land through the tenuring process. The growth of the independent power producer sector is a prime example, as it has resulted in large increases in tenure application work for the Bureau. See the Climate Change portion of this section for further details.

Engagement of First Nations: Advancing First Nations interests and values is part of the Province's commitment to the New Relationship with Aboriginal people. The Province continued to engage, consult and accommodate First Nations interests and values while providing responsible access to land and resources. The capacity of First Nations to participate in this process is an ongoing issue. First Nations also have expectations for mechanisms that will reduce referral workloads, ensure legally required consultations occur in as timely a manner as possible and provide increased business certainty. Co-ordinating this approach on natural resource issues through one agency (the Bureau) was seen as the best manner in which to fulfil these expectations, an approach that requires an internal business shift over the coming year.

Climate Change: The challenge of climate change has led to significant growth in the interest and business of alternative forms of energy. The Province is currently managing an increase in the number of independent power producer project applications on Crown land. In fact, the number of such active applications has doubled every year since 2002. This demand is expected to continue for the next 10 to 15 years.

Report on Performance

Performance Plan Summary Table

Goal 1: Citizen-centred delivery of natural resource application and information services For greater detail see pages 21 to 25	**2007/08 Target**	**2007/08 Actual**
1.1 **Objective: Service excellence for clients seeking natural resource authorizations** Measure: Client satisfaction rating as determined by client survey	Baseline for FCBC program	71% Achieved
1.2 **Objective: Provision of FrontCounter BC services in accordance with service agreements with partner agencies** Measure: Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies	85%	76% Not Achieved
Measure: Percentage of new *Land Act* applications adjudicated within timelines communicated to clients	90% in 120 days	76% in 120 days[1] Not Achieved

[1] Note: 90% was achieved in 150 days.

Goal 2: Sustainable natural resource management through streamlined planning, co-ordination and decision-making For greater detail see pages 25 to 31	**2007/08 Target**	**2007/08 Actual**
2.1 **Objective: Meet commitments to finalize strategic land-use decisions for areas without government-approved land-use plans** Measure: Land-use decisions finalized by government and plan implementation initiated	Sea-to-Sky Phase II Lillooet Haida Gwaii	100% Achieved Not Achieved 100% Achieved
2.2 **Objective: Help advance the New Relationship with First Nations** Measure: Number of land and resource management partnerships or agreements achieved with First Nations	39	43 Exceeded
2.3 **Objective: Further government's efforts to manage species-at-risk** Measure: A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government	Mountain caribou	100% Achieved

Goal 3: Integrated land and resource information For greater detail see pages 31 to 34	**2007/08 Target**	**2007/08 Actual**
3.1 **Objective: Excellence in the provision of provincial land and resource information to (i) clients external to government and (ii) internal clients** Measure: Percentage growth in the number of times the Natural Resource Information Centre is used to access land and resource information over 2006/07 base	20% increase over 2006/07 base	28% Exceeded

Goals, Objectives, Strategies and Results

This section outlines how each of the Bureau's six objectives, its strategies and seven performance measures and targets helped work towards achieving the organization's three goals. The section also provides the methods by which the Bureau sought to accommodate the challenges it faced as discussed in the Strategic Context.

Goal 1: Citizen-centred delivery of natural resource application and information services

In striving to achieve this goal, the Bureau provides its clients with responsive and timely services concerning natural resources that integrate resource information and access to a wide range of authorizations previously provided by many ministries and agencies. FrontCounter BC offices provide integrated, single-point-of-contact services for clients seeking access to land and resource information, permits, licences, approvals and Crown land tenures, sales and grants in each region of the province.

Objective 1.1: Service excellence for clients seeking natural resource authorizations

> *"FrontCounter BC has really saved me time. Instead of running all over trying to track down information on Crown land and natural resources from the various agencies, I can just go into one office and deal with one person, and they do the rest of the legwork, which allows me to focus on my business."*
>
> — Jim Little
> Land Development Consultant
> Mackeno Ventures

Citizens and the business community expect public services that are timely, accessible, transparent and efficient and provided by knowledgeable, courteous staff. Bureau clients have indicated a need for single-point-of-contact service for natural resources that ensures accurate up-front information and full disclosure of the steps and costs to proceed, reduces runaround time between agencies and streamlines application processes. These clients also expect the convenience of multiple access options. Achieving the objective will ensure that the Bureau's FrontCounter BC services are strongly citizen-driven with a consequent impact on all its business under Goal 1 and, indeed, its other goals.

Strategies

Key strategies for this objective included:

- co-locating regional Bureau staff with other natural resource ministries and/or other government services where practical;
- enhancing accessibility by providing multichannel service delivery (face-to-face, telephone, 1-800 number, fax, e-mail, mail and web-based);
- implementing full FrontCounter BC services at specified locations using a staged approach concluding in 2007 that provided opportunities to select and train staff and implement new authorization tracking and management systems;
- marketing Bureau services and tailoring their delivery methods at each FrontCounter BC location to the specific needs of businesses, communities and the public;
- actively supporting and responding to First Nations, community development opportunities and growth in new and emerging regional business sectors;
- building market-based partnerships with the business community, local governments and First Nations;
- providing professional, knowledgeable, FrontCounter BC support to clients applying for, or seeking guidance about, natural resource-related tenures, permits, licences, Crown grants, sales and information; and
- ensuring FrontCounter BC services are provided in a fair and transparent manner.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Client satisfaction rating as determined by client survey	N/A	65% for FCBC pilot[1]	Baseline for FCBC program[2]	71% ACHIEVED

Data Source: FrontCounter BC Client Survey.

[1] This figure was based on results from the Kamloops FrontCounter BC office pilot project conducted in the summer of 2006.

[2] The provincewide baseline for client satisfaction was established in 2007/08 through a provincial survey completed after all offices had one full year of operation.

Discussion of Results

The Bureau is primarily a client service agency. Surveys are one way to measure the satisfaction of clients with the service performed. This information is crucial to operational effectiveness. During the year, a provincial baseline of 71 per cent was established for all eight FrontCounter BC offices as one method of calculating their performance.

Objective 1.2: Provision of FrontCounter BC services in accordance with service agreements with partner agencies

The Bureau pursues this objective in order to provide FrontCounter BC services to its clients in the most efficient manner. During the year, more service agreements were developed with partner agencies to ensure quick turnaround times for natural resource applications, which will continue to be required to meet guidelines aimed at ensuring balance, respect for environmental values, transparency and other factors. Meeting application processing and adjudication timelines on land and resource applications is critical, particularly for the business community.

Strategies

Key strategies for this objective included:

- developing service agreements in collaboration with client ministries, monitoring performance measures and targets, and championing innovative business strategies that continue to improve services to clients;
- working with other provincial natural resource agencies and levels of government to streamline authorization application processes and IT/IM systems, implementing deregulation initiatives and achieving seamless delivery of natural resource authorization services;
- adapting the FrontCounter BC business model over the plan period based on an evaluation of differing strategies being pursued in different locations, as well as the demand for services;
- facilitating the availability of Crown land for community development; and

- ensuring Crown land tenuring, sales and grants are undertaken in a timely and balanced manner to ensure conservation of environmental values, develop and implement the New Relationship with First Nations, protect social and community values, and promote economic development and transparency of the process.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of natural resource applications prepared for adjudication that are processed under agreed turnaround times with partner agencies	N/A	N/A	85%	76% NOT ACHIEVED

Data Source: Authorization Tracking System.

Discussion of Results

This measure reflects FrontCounter BC's success in assisting businesses and individuals to prepare more complete applications for natural resource-use authorizations and in streamlining the processes in other ways so that less time is required by the partner agency adjudication staff to review and decide on applications. This is the first year that this measure has been used. The performance measure result is based on a manual tracking system used for most of the fiscal year and on an online enhanced authorization tracking and reporting system which only became fully functional in mid-January 2008. The January to March 2008 turnaround figure result of 89 per cent provides a better indication of application preparation processing times as calculated using the new tracking and reporting system.

Performance Results

Performance Measure	2005/06 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of new *Land Act* applications adjudicated within timelines communicated to clients	90% in 140 days[1]	89% in 140 days	90% in 120 days	76% in 120 days NOT ACHIEVED

Data Source: Land Tenure Turnaround Time Provincial Summary Report.

[1] This baseline was adopted when the Bureau was formed in 2005 and was based on a similar target used by the former Land and Water BC.

Discussion of Results

This measure specifically addresses the timeliness of application processing for new Crown land-use authorizations under the *Land Act* by the Bureau and the Ministry of Agriculture and Lands. It measures the time from when a client's application is accepted and fees received through to notification of an adjudication result and/or offer of a Crown land tenure or sale from the Bureau to the client. The target was not achieved because of a number of factors, including lengthy First Nation referrals, inheriting Ministry of Tourism, Sport and the Arts applications that were still on the 140-day turnaround schedule, staff changes, etc. This was also the first year of the 120-day target. Staff were able to adjudicate 90 per cent of new *Land Act* applications within 150 days. This measure was dropped from the *2008/09–2010/11 Service Plan* as it was too similar to the previous application processing measure. This measure will continue to be calculated internally.

Ministry Response

The Bureau is changing the way it does business to find efficiencies within the system. Accordingly, the Bureau is working on a business improvement initiative that would streamline the application process and improve both application turnaround times as well as client satisfaction ratings.

Goal 2: Sustainable natural resource management through streamlined planning, co-ordination and decision-making

This goal focuses the core businesses of the Bureau on achieving an effective balance between furthering economic development, sustaining viable communities and sustaining environmental values. Such balance is vital if the well-being of the province's citizens is to be maximized in perpetuity. During the year, four Bureau activities were specifically directed towards achieving this goal:

- strategic land and resource-use planning conducted at various scales and involving extensive stakeholder and First Nations consultation, as well as negotiations on a government-to-government basis with First Nations;
- leadership of provincial and regional scale inter-agency committees and other activities aimed at integrating decision-making and regional program delivery across all government natural resource agencies;
- strategic leadership and corporate co-ordination of programs for the recovery and management of some broad-ranging species-at-risk assigned to it; and

- reviewing these first three activities to ensure they contribute to, and build on, the New Relationship with First Nations, as well as streamlining them to improve their effectiveness and efficiency.

Each of these activities helped reduce resource-use conflicts, improved certainty in the use of Crown natural resources and enhanced environmental sustainability and more efficient delivery of these outcomes.

Objective 2.1: Meet commitments to finalize strategic land-use decisions for areas without government-approved land-use plans

The Bureau was tasked by government and the natural resource management agencies it serves to facilitate completion and finalization of strategic land and resource management plans and to consult and engage First Nations throughout the planning process. As such, 2007/08 was the final year of a three-year budget uplift utilized to complete these plans, and the Bureau was successful in finalizing most of them. Finalization of these plans helps ensure resource management decisions take into account the needs of communities, the economy and the environment, as well as First Nation values and concerns, now and into the future.

These plans identify where and how land and resources should be allocated and managed to promote resource-use certainty and economic activity and to sustain environmental values, including maintaining critical habitat for specific species and identifying areas for commercial and public recreation. Their scope and planning boundaries are driven by these specific resource issues, conflicts and opportunities under study. Completion and implementation of sustainable resource management plans involved joint planning and new partnerships with interested First Nations and contained policies and guidelines supporting sustainable resource management.

Strategies

Key strategies for this objective included:

- advancing unapproved land and resource management plan recommendations from planning tables to the finalization of government-to-government negotiations with First Nations who have engaged in discussions. To date, only the Lillooet Land and Resource Management Plan remains at this stage. The Bureau continues to facilitate implementation of the February 2006 Central and North Coast land-use decision;
- overseeing implementation of approved strategic-level land and resource-use management plans to maintain their effectiveness;
- reviewing and amending land and resource-use planning processes to make them more efficient and to involve First Nations on a government-to-government basis, thus furthering the New Relationship with First Nations;

- leading regionally based Inter-Agency Management Committees to co-ordinate government interests in the management of provincial natural resources;
- establishing and facilitating regional strategic land and resource plan implementation committees to maintain community and stakeholder involvement in the plans. Also, publicly communicating the provisions and benefits of each of these strategic land and resource-use plans and, more generally, the benefits of balanced utilization of natural resources in collaboration with work under other objectives and programs; and
- providing coastal land-use analysis for both the proposed National Marine Conservation Area lands within southern Georgia Strait and for a B.C. Marine Protected Areas Strategy.

Performance Results

Performance Measure	**2005/06 Actual**	**2006/07 Actual**	**2007/08 Target**	**2007/08 Actual**
Land-use decisions finalized by government and plan implementation initiated	North Coast Central Coast	Morice Sea-to-Sky Phase I	Sea-to-Sky Phase II Lillooet Haida Gwaii	ACHIEVED NOT ACHIEVED ACHIEVED

Data Source: ILMB.

Discussion of Results

The Bureau was successful in completing land-use agreements with First Nations within both the Sea-to-Sky area and on Haida Gwaii, and reached a framework agreement with the Taku River Tlingit First Nation in northwestern B.C. The Bureau was unable to reach consensus with its Lillooet First Nation partners. This measure tracked progress in advancing these plans to government decision. Government-approved land-use decisions are then implemented by agencies with the appropriate resource mandate. As these land-use plans now cover most of the province, the measure was not included in the *2008/09–2010/11 Service Plan.*

Objective 2.2: Help advance the New Relationship with First Nations

Under this objective the Bureau seeks greater engagement of First Nations in land and resource-use planning, with particular emphasis on the strategic level. *The New Relationship, Vision and Principles* document makes clear that land and resources are vital to First Nations. It commits both parties to mutually develop "integrated intergovernmental structures and policies to promote co-operation, including practical and workable arrangements for land and resource decision-making and sustainable development" (p. 3). The first item in the New Relationship action plan is to "develop new institutions or structures to negotiate Government-to-Government Agreements for shared decision-making regarding land-use planning, management, tenuring and resource revenue and benefit sharing" (p. 4).

The Bureau will work with the Ministry of Aboriginal Relations and Reconciliation, Ministry of Agriculture and Lands, and First Nations bodies to develop these new institutions or structures. It will be an evolving process. In the meantime, continued and improved engagement of First Nations in the provincial land and resource-use planning processes will be an important indicator of New Relationship implementation. This objective will be modified in the coming year as the Bureau starts pursuing a co-ordination role for First Nation engagement and consultation on behalf of natural resource agencies.

Strategies

Key strategies for this objective included:

- engaging First Nations in land and resource management planning by undertaking a number of exploratory initiatives which build on existing relationships in government-to-government forums and, where appropriate, at regional planning tables and committees;
- in collaboration with Ministry of Agriculture and Lands and Ministry of Aboriginal Relations and Reconciliation, developing more effective mechanisms to fulfil the Crown's duty to consult and accommodate for *Land Act* dispositions;
- assisting Ministry of Aboriginal Relations and Reconciliation with negotiating accommodation on high-priority plans and projects;

- assisting Ministry of Aboriginal Relations and Reconciliation with cross government co-ordination of New Relationship implementation in the resource sector through regional Inter-Agency Management and Sub-regional Managers Committees; and
- simplifying development referrals to First Nations, participating in pilot projects to realize new efficiencies to address First Nations and developing a single-window approach for the management and dissemination of Province-First Nations agreements and related information.

In order to respond to government's new commitment to improve the effectiveness of Provincial engagement with First Nations, the Bureau late in the year began preparing a business shift to accommodate the following two broad strategies:

- Co-ordinated Consultation: developing a strategic, cross ministry corporate approach to referrals and consultations with First Nations through provincial business co-ordination; and
- Strategic Engagement Agreements: achieving enduring and project-specific Strategic Engagement Agreements through collaboration with First Nations.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
Number of land and resource management partnerships or agreements achieved with First Nations	N/A	47	39	43 EXCEEDED

Data Source: ILMB.

Discussion of Results

The Bureau successfully reached its target number of land and resource management partnerships or agreements with First Nations.[3] During the year, an internal target of 39 partnerships or agreements was established and exceeded, with at least 43 achieved. This measure indicated the growth of partnerships or agreements between the Bureau and First Nations on issues such as land and resource planning, FrontCounter BC services, and resource information. In order to accommodate the inclusion of an additional First Nation strategic engagement performance measure planned for the following year's service plan, and to also reflect the importance of local government in forming partnerships to encourage land and resource development, the measure was changed in the *2008/09–2010/11 Ministry Service Plan* to: Number of partnerships and/or agreements with First Nations and local government undertaken to make Crown land available for community development and/or facilitate greater involvement of First Nations in land and resource development.

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[3] By Nation, Tribal Council or group.

Objective 2.3: Further government's efforts to manage species-at-risk

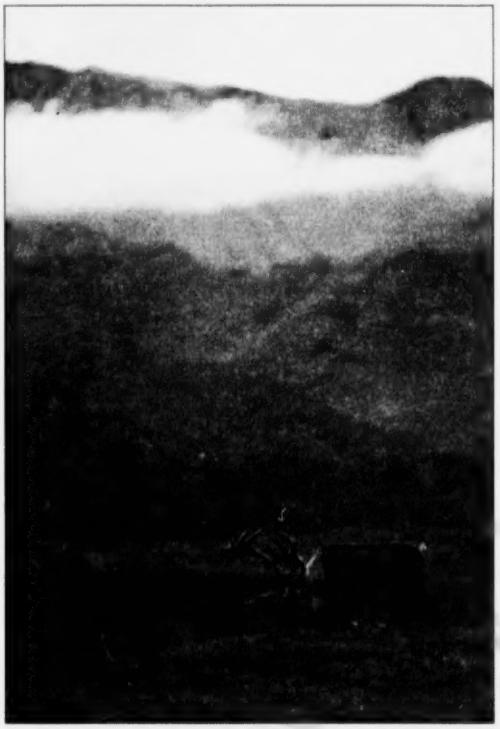
The Bureau continues to work with partner agencies to facilitate proactive efforts that will address issues with species-at-risk while providing certainty for investment.

To help achieve these outcomes, the Bureau worked with the Ministry of Environment and other natural resource ministries in the development of an outcomes-based, proactive, co-ordinated, scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C. The Bureau's principal focus continues to be on co-ordinating:

- the development of thorough options for management and recovery of B.C.'s complement of globally significant, broad-ranging species-at-risk; and
- corporate investments in recovering species-at-risk and their critical habitats.

The aim of this co-ordination will be to change from a reactive approach to a proactive one and to maximize the effectiveness of our investments.

Strategies



Key strategies for this objective included:

- developing a corporate species-at-risk action plan with partner ministries that benefits the economy by creating a predictable management framework around which resource development companies can depend and which shifts the province's approach to species-at-risk management from a reactive to proactive model;
- implementing government-approved actions to better co-ordinate a corporate approach to managing species-at-risk;
- co-ordinating implementation of the Northern Spotted Owl Recovery Strategy;
- working with partner ministries — specifically the Ministries of Environment and Forests and Range — on the review and assessment of the *Forest and Range Practices Act* Identified Wildlife Management Strategy. In addition, Bureau staff participated in the review of the Old Growth Management Area orders to implement management decisions for some species-at-risk as required (e.g., marbled murrelet); and

- working with key provincial agencies, First Nations and non-government stakeholders to develop recovery options for two key broad-ranging species — mountain caribou and marbled murrelet — and bringing forward these options to government for decision.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
A new approach to managing species-at-risk and broad-ranging species-at-risk recovery plans advanced for consideration by government	N/A	Northern Spotted Owl	Mountain Caribou	Mountain Caribou ACHIEVED

Data Source: ILMB.

Discussion of Results

The Bureau achieved this target with the approval of the Mountain Caribou Recovery Plan in the fall of 2007. This measure indicates progress made in developing and presenting to government recovery plans for key, broad-ranging species-at-risk that require broad, cross government action and leadership. The Bureau continues to co-ordinate and facilitate corporate implementation of government decisions on northern spotted owl and mountain caribou. It also continues co-ordinating provincial government involvement in federally led marbled murrelet recovery plan development. This performance measure was dropped from the *2008/09–2010/11 Service Plan* as these recovery plans are moving into their implementation phase.

Goal 3: Integrated land and resource information

Integration of resource information from various sources and its effective delivery is fundamental to achieving the effective, efficient and balanced management of Crown land and resources. The Bureau has a pivotal role to play in this task. The Bureau manages and provides natural resource information to external users such as other governments, businesses, communities, industry and the public and to other provincial ministries and agencies. The Bureau also provides corporate leadership and overall governance across the province concerning standards, systems and pricing for the management, storage and delivery of land and resource information. It is also responsible for providing base-mapping products and related services that assist all sectors of the economy, including critical information for emergency response, community planning and First Nations treaty development.

Growth in the provision of spatially referenced information to both the public and to government clients is seen as a key performance measure for this goal. It captures the significance of integration and delivery, as well as the importance of the Bureau's base-mapping function.

Objective 3.1: Excellence in the provision of provincial land and resource information[4] to (i) clients external to government and (ii) internal clients

This objective concerns the effective management and delivery of resource information to clients across the provincial government and on a provincewide basis, largely through integrated web-based systems.[5] The same information, and local derivatives and analyses developed from it, is also delivered regionally. Understanding and meeting the needs of clients is crucial to achieving this objective.

Bureau regional staff deliver the same land and resource information through FrontCounter BC offices as well as in information packages to support strategic and land and resource-use planning projects. Providing effective land and resource information, services and related analysis leads to more fully informed regional clients, better decision-making and reduced application-processing times.

The Bureau's programs also focus on providing overall governance across the province concerning standards, systems and pricing for the collection, storage and delivery of land and resource information.

Although the Bureau is not the "steward" for all natural resource information held by government,[6] the Bureau's role is focused on managing all of the natural resource information after it has been collected and quality assured by other agencies, then providing mechanisms to disseminate this information to users.

Strategies

Key strategies for this objective included:

- improving the marketing of corporate resource information services to both internal and external clients through better communication and consultation. The intent is to ensure products and services provided are client-driven and meet client needs and business goals. This strategy helps to ensure the Bureau focuses on clients and builds its products and services in response to their feedback;

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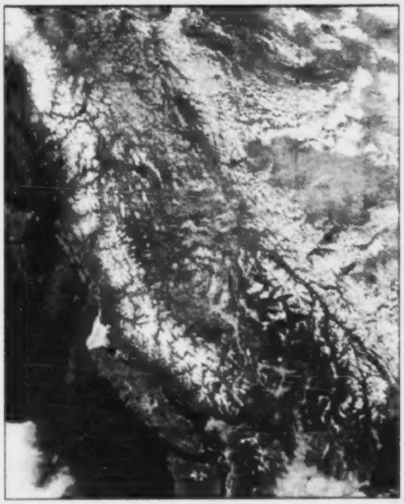
[4] Includes base mapping, registry, air and ortho-photography, survey control points, global positioning systems support, geographical (place) names and related resource information.

[5] These include the Land and Resource Data Warehouse and the Integrated Land and Resource Registry.

[6] Agencies with the natural resource mandate retain this accountability (e.g., the Ministry of Environment manages the collection of fish and wildlife information).

- managing and delivering information and related products and services fundamental to government, industry, business and public needs while providing internal and external clients with value-added information and support;
- managing and maintaining land and resource data holdings to ensure that the provincial data the Bureau is responsible for are adequately maintained to meet both government and public needs. Within this scope is base-mapping data, warehoused information and repository (catalogue and related metadata) information;
- delivering self-service web-based access and analytical tools that meet client needs and undertaking analyses concerning natural resources for business or individual clients using geographic and other information systems. Also, supporting regionally managed land and resource planning projects as prioritized by regional Inter-Agency Management Committees;
- co-ordinating regional land and resource data collection issues, including setting standards, performing quality control, liaising with information providers and building land and resource information partnerships;
- establishing a sector-level Land and Resource Information Council with membership from government, industry and the public to address business, information and system issues/needs from a sector-level perspective; and
- improving public access to provincial land and resource information by establishing a single gateway to resource sector information products and services. Also, improving the usability of land and resource information products and services by establishing the necessary common information policy, standards, procedures and best business practices that are needed to ensure data from different sources can be integrated.



Performance Results

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
Percentage growth in the number of times the Natural Resource Information Centre is used to access land and resource information over 2006/07 base	N/A	14,500 sessions[1] per month	20% increase over 2006/07 base	28% EXCEEDED

Data Source: ILMB.

[1] Sessions are defined as when a user has accessed the Natural Resource Information Centre main page and one of the following key tools providing cross ministry information within it: iMapBC, Integrated Land and Resource Registry, Distribution Service and Base Map Online Store.

Discussion of Results

Utilization of land and resource data, products and related services by public and government clients exceeded target growth. This is an indicator of the usefulness of the land and resource services to the Bureau's clients. The measure reflects the usage of an extensive set of tools available through the Natural Resource Information Centre to access land and resource information. A growing list of resource information data sets and tools are being made available online to the public. The performance measure result provides an indication of the increased interest by the public and clients in accessing government geographic information available from ILMB-housed data.

> *"Overall, we have seen significant time and cost savings using the GVRD GPS real-time service [a partnership initiative between ILMB and the Greater Vancouver Regional District involving a geospatial reference system] and would highly recommend the system to any company who undertakes these types of projects."*
>
> — Dennis Stock
> Instrumentman, Survey Department
> City of Richmond

Resource Summary Table — Integrated Land Management Bureau

The Resource Summary table below outlines the expenditures by core business area. The Integrated Land Management Bureau operates under its own vote within the Ministry of Agriculture and Lands (see Part B) as specified in the *Estimates*.

Core Business Area	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Regional Client Services	23,360	2,817	26,177	27,666	1,489
Strategic Land and Resource Planning	7,537	431	7,968	7,968	0
Species-at-Risk Coordination	752	—	752	927	175
Corporate Resource Information Management	16,534	1,200	17,734	19,005	1,271
Bureau Management	14,128	—	14,128	11,193	(2,935)
Total	**62,311**	**4,448**	**66,759**	**66,759**	**0**
Full-time Equivalents (FTEs)					
Regional Client Services[2]	192	—	192	352	160
Strategic Land and Resource Planning	13	—	13	21	8
Species-at-Risk Coordination	5	—	5	5	0
Corporate Resource Information Management	134	—	134	137	3
Bureau Management	19	—	19	18	(1)
Total	**363**	—	**363**	**533**	**170**
Bureau Capital Expenditures (Consolidated Revenue Fund) ($000)					
Regional Client Services	216	—	216	617	401
Strategic Land and Resource Planning	0	—	0	0	0
Species-at-Risk Coordination	0	—	0	0	0
Corporate Resource Information Management	3,149	—	3,149	3,779	630
Bureau Management	3,211	—	3,211	1,077	(2,134)
Total	**6,576**		**6,576**	**5,473**	**(1,103)**

[1] The amounts in the "Estimated" column correspond to the *Estimates* as presented to the legislative assembly in February 2007.

[2] 98 FTEs were reassigned from Crown Land Administration in the Ministry Operations Vote to the Integrated Land Management Bureau during 2007/08. The FTE actual reflects this reallocation of resources. Additional FTEs were utilized in place of contracted resources.

Comments and Explanations

Operating Expenditure Variances

Other Authorizations include the following amounts charged against the Contingencies (All Ministries) and New Programs vote: $2.8 million for First Nations New Relationships, $0.4 million for Land and Resource Management Planning, and $1.2 million for the write-down of information systems capital assets.

Overall, the Integrated Land Management Bureau was fully spent with no variance due to approved contingencies access.

Significant variances of actual expenditures exceeding program budgets include $1.5 million due to First Nations New Relationships initiatives (Regional Client Services), $0.2 million additional spending on initiatives in support of mountain caribou (Species-at-Risk Coordination), and $1.3 million in unavoidable amortization costs. These variances are offset by decreased spending of $2.9 million in corporate administration (Bureau Management).

Capital Expenditure Variances

Capital variances in Corporate Resource Information Management and Bureau Management are due to the reallocation of the information systems capital budget and overall decreased spending on information systems. The variance in Regional Client Services is attributable to vehicle leasing activity.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the Bureau provided services and then recovered some or all of its costs. The recoveries amounted to a total of $22.2 million in 2007/08. Principal items included $6.6 million in funding from the Forest Investment Account for land and resource-use planning and information services and $8.8 million from Crown Land Administration in the Ministry Operations Vote for regional adjudication services in Regional Client Services.

The Bureau also collected revenues of about $0.2 million from a number of sources, including map and air photo sales.

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For more information about the Integrated Land Management Bureau, including full contact information, visit our website at: ilmbwww.gov.bc.ca/

Part B:
Ministry of Agriculture and Lands

Highlights of the Year

In addition to the accomplishments contained in the Minister's message, key highlights of 2007/08 included:

Building a Brighter Future for Agriculture and Food

The British Columbia Agriculture Plan: Growing a Healthy Future for B.C. Families was released on Feb. 15, 2008. The long-term plan sets a new direction for the agriculture and food industry to ensure that agriculture in B.C. meets the changing needs of our environment, our health and our local economies. Val Roddick, Parliamentary Secretary for Agriculture Planning and MLA for Delta South, led a committee in a process of public consultation.

The plan expands on the Minister's themes and provides 23 strategies for implementation and 69 action items within the following five key themes: producing local food in a changing world, meeting environmental and climate challenges, building innovative and profitable family farm businesses, building First Nations agriculture capacity, and bridging the urban/agriculture divide.

As part of the agriculture plan the Ministry, in partnership with the Ministry of Environment, began expansion of the wildlife damage compensation pilot program to a provincial agriculture zone wildlife program. The Ministry is increasing its financial commitment to $4 million per year, which can leverage an additional $6 million in federal funding, for a $10 million per year damage compensation program.

The Agriculture Policy Framework agreement (APF), a five-year federal-provincial-territorial agreement, ended on March 31, 2008. Over the last five years, the agreement provided the Ministry with federal dollars that were leveraged to provide substantial support to the agriculture and food sectors in British Columbia. The Ministry is currently working towards the new federal-provincial-territorial policy framework — Growing Forward. To facilitate a smooth transition to Growing Forward, a one-year continuity agreement, signed March 27, 2008, allows programs currently in place to continue.

Agricultural Systems that Safeguard Animal, Plant and Human Health

The Province will soon be able to respond faster and more efficiently to animal disease incidents with the provincial Containment Level 3 (CL3) lab reaching the midpoint of its construction in 2007/08. Construction of the $14.5 million high-security lab, an extension of the existing Animal Health Centre at the Abbotsford Agriculture Centre, is expected to be completed in fall 2008.

As of Feb. 29, 2008, the mandatory poultry bio-security program was delivered to 98.5 per cent of regulated poultry producers. The regulated poultry industry includes: broiler hatching egg producers, turkey growers, chicken growers and commercial egg producers. It is expected that all producers will be in full compliance by March 2009. Information sessions for non-regulated poultry sectors and small scale producers were also sponsored by the Ministry and Canadian Food Inspection Agency (CFIA).

In March 2008, the Ministry introduced legislative amendments required to address operational issues identified by the BC Society for the Prevention of Cruelty to Animals (BCSPCA). The amendments will improve the BCSPCA's power to help animals that are in distress or abandoned and will increase penalties for offences. Tightening legislation that safeguards the welfare of animals supports the agricultural industry in maintaining the highest standards of practice.

A new Invasive Plant Management Program was created, enhancing the Ministry's leadership and capacity in invasive plant management in B.C. Combined with this, the Ministry increased and stabilized funding for a number of committees and councils at local, regional and provincial levels.

The Ministry also participated in national and provincial activities to support human, plant and animal safety by surveillance, risk assessment and management, traceability and communications.

Balancing the Economic Needs of Coastal Communities with the Imperatives of the Province

The aquaculture industry continues to support a number of B.C. coastal communities. During the past year, the Ministry approved eight licences — six new finfish, one new shellfish and one on-land shrimp farm — and rejected two licence applications.

The reports of the Special Legislative Committee on Sustainable Aquaculture and the Pacific Salmon Forum were released. These reports will inform development of the Provincial Aquaculture Plan. The Ministry engaged the First Nation Leadership Council to contribute to the plan.

Meeting Environmental and Climate Change Challenges

The Ministry enlisted Partnerships BC to identify potential opportunities to leverage private sector expertise in the remediation of contaminated sites and redevelopment of brownfields. Progress has been made on three pilot brownfield projects this past year. The brownfield strategy supports the turnaround of abandoned B.C. brownfield sites into assets that can provide environmental, social and economic benefits, instead of allowing them to remain as liabilities.

The Ministry (MAL) and the Integrated Land Management Bureau (ILMB) formed a joint Climate Action Team to lead MAL and ILMB action on climate change, focusing on initiatives to reduce greenhouse gas emissions in Ministry operations and in areas related to our mandate and programs. Ministry staff green teams and a comprehensive intranet website were created to support innovative solutions and to facilitate the flow of information.

To ensure that links with industry are maintained and industry proposals and initiatives further support the carbon reduction targets of the government, the Ministry and the Premier hosted a symposium for 75 representatives from the agriculture sector to discuss how the agriculture and food sectors can contribute to reducing greenhouse gas emissions.

Purpose of Ministry

The mandate of the Ministry of Agriculture and Lands is to promote economic development and environmental sustainability for the agriculture, aquaculture and food sectors, supporting them in delivering safe, healthy and high-quality food, and to manage Crown land in a manner that contributes to the economic, societal and environmental goals of government. This mandate supports the major changes in direction taken since 2001. Crown land policy and agriculture, aquaculture and food policies, programs and services of the Ministry have shifted from primarily a revenue and economic outlook to one that incorporates economic, environmental and social objectives, similar to what is known as triple-bottom-line reporting.

The Ministry's legal framework and its support for broader government goals and priorities underscores the interconnectedness between agriculture, aquaculture and Crown land use, and the health and well-being of British Columbians. The legal and regulatory environment that guides the work of the Ministry includes some 50 statutes which relate wholly or primarily to the Ministry and a further 98 regulations relating to the Ministry. A complete list of legislation for which the Ministry is responsible is available at: www.leg.bc.ca/PROCS/allacts/al.htm

Vision

World-leading stewardship of land, farm and food systems for the health and prosperity of British Columbians.

Mission

The mission of the Ministry of Agriculture and Lands is to promote sustainable agriculture food systems and to provide a balanced approach that promotes the sustainable use of Crown land resources.

The Ministry's responsibility for administration of Crown land includes primarily development of policy to guide the allocation of Crown land and support to implement it, which incorporates discussions with stakeholders and promotes First Nations engagement. This is essential to improving global competitiveness, enhancing the province's ability to attract private investment, and to stimulating economic growth while balancing environmental and societal values. In addition, the Ministry is the provincial lead in the remediation of Crown contaminated sites that are the responsibility of the Province, protecting human health and the environment. The Ministry is also now responsible for development and implementation of the B.C. Brownfield Renewal Strategy intended to stimulate the redevelopment of Crown and private brownfield properties to achieve triple-bottom-line benefits (environmental, social and economic).

Due to the constitutionally based, shared jurisdiction for agriculture and aquaculture and the historical importance of food production in Canada, the agriculture, aquaculture and food sectors are managed using an array of collaborative federal-provincial-territorial agreements. The most comprehensive arrangement at this point has been the Agricultural

Policy Framework, which was critically important to the shift in emphasis toward achieving environmental and social objectives. The Agricultural Policy Framework terminated on March 31, 2008. A one-year continuity agreement was signed on March 27, 2008. The Ministry is currently involved in negotiations to develop the next generation agriculture and agri-food policy framework (Growing Forward). The Ministry is now actively working to promote a transformative agenda for the sector that will create a stronger, more effective policy framework to address key challenges and opportunities.

The Ministry relies on partnerships with all levels of government, First Nations and industry in terms of funding, collaboration and service delivery to implement Ministry strategies. The Ministry also relies on inter-agency partnerships such as those with the Agricultural Land Commission and the B.C. Farm Industry Review Board.

The Ministry works closely with other provincial agencies, such as Integrated Land Management Bureau and the Ministries of Health, Forests and Range, Environment, Transportation, and Tourism, Sport and the Arts, to fulfil its mandate. The mandates of these agencies connect in key areas such as climate change, food safety and quality, healthy people, land and resource use, commitments to First Nations, invasive plant and pest management, environmental issues and promotion of B.C. agricultural products.

Partners outside of government include the British Columbia Investment Agriculture Foundation, the B.C. Agriculture Council, B.C. Food Processors Association, and other sector associations. The Ministry works with these partners to improve the sector's capacity to act strategically and promote its own interests. These sector partners are also more closely connected to farmers, producers and processors, and the Ministry can more efficiently achieve its objectives by delivering a number of programs and initiatives through its industry partners.

Strategic Context

The world is changing in ways that bring great opportunity for British Columbia. The global community has demonstrated an unprecedented appetite and demand for socially responsible and environmentally sustainable economies. With a growing awareness of the potential impacts of climate change and a renewed focus on health, food safety, housing and community well-being, the Ministry has moved to a triple-bottom-line focus (economic, environmental and social). Addressing urban-rural interface issues, managing Crown land allocation based on balanced societal goals, addressing environmental concerns and a heightened awareness of the need to protect society from disease, disaster and other risks are also taking precedence.

Approximately 94 per cent of British Columbia's land base is managed by the Province on behalf of the citizens of B.C. Over 20 different economic sectors and every community in the province depend to some degree on continued access to Crown land and on wise management of the resource. The allocation and administration of Crown land played a pivotal role in expanding and diversifying the economy, sustaining the environment and promoting the health and well-being of citizens and communities.

Agriculture, Aquaculture and Food

The 2007/08 fiscal year included a range of conditions and events that affected the sector:

Climate Change: There are emerging opportunities in relation to longer and warmer growing seasons, which may provide higher yields and more diverse crops for producers. In addition, growing demand for green energy has created new opportunities such as demand for bio-fuel products.

Strong Global Competition and Market Prices: B.C.'s agriculture and seafood industries compete in international markets where competitors with similar or lower cost-structures enjoy greater economies of scale and create downward pressures on food commodity prices. Domestic policy and high levels of subsidy in other jurisdictions may have a direct impact on the ability of B.C. producers to compete. The high value of the Canadian dollar continued to present challenges for those sectors exporting to the United States market or those that are dependent on the market (livestock, nursery, floriculture and greenhouse vegetables).

Continued High Price of Fuel and other Inputs: With a booming economy, high fuel costs, higher interest rates and shortages in labour for many sectors, operating costs have increased and securing local workers continues to be a challenge within the sector. Over the past couple of decades, the livestock sector had largely benefited from cheap feed grains and a lower Canadian dollar. Neither of these two factors currently exists, and industry is feeling rising pressures as a result of higher input costs.

Shared Jurisdiction and Interests: The Ministry shares jurisdiction with the federal government over aspects of agriculture, fisheries and aquaculture, health and food safety. The complexity of issues affecting the sector requires effective co-ordination with partners to ensure a consistent and timely response to issues and opportunities. The Province works collaboratively with federal agencies to ensure that both levels of government have a co-ordinated approach to addressing shared issues and objectives. While this approach leads to better policy and a more effective response overall, it can be time consuming.

A Focus on Health and Buying Locally: Awareness has been growing regarding the benefits of healthier lifestyles, and this has led to changes in eating habits and consumer preferences. For example, significant niche market opportunities for fresh nutritious local food, agriculture and aquaculture products are being developed. Last year, farmers' markets alone contributed an estimated $71.8 million in direct spending to the provincial economy. There are now some 100 markets across the province, representing an increase of over 65 per cent since 2000.

Urban/Agriculture Interactions: A large portion of B.C.'s most productive farmlands are in close proximity to urban development and other sectors of the economy. Some 80 per cent of farm revenue is generated on the same three per cent of the land base where 80 per cent of the province's citizens reside. With a growing economy, burgeoning communities and rising prices for land, there is increased pressure on agricultural land and resources. Noise conflicts, competing demands for existing water resources, rising concern over air quality and emissions, and the growing demand from other sectors to take agricultural lands out of production compete with the overall viability of the agriculture sector.

Environmental Values Must be Balanced with Economic Viability: Environmental awareness is a high priority for the public. British Columbia farmers and ranchers have been focusing growth and production in an environmentally sustainable way. (i.e., environmental farm plans and beneficial management practices). With one of the highest livestock-to-land base ratios in Canada, proper manure management can reduce environmental pressures.

Weather-related Risks: The agriculture, aquaculture and food sectors are vulnerable to weather-related risks: the tree fruit industry was hit by significant hail damage, particularly in the south Okanagan Valley, and frost damage adversely affected cherries and other soft fruits. In addition, there was significant frost damage to blueberries and raspberries in the Fraser Valley. B.C.'s record snow pack resulted in flooding issues in the lower Fraser Valley affecting livestock operations, predominantly in the dairy sector.

Crown Land

The 2007/08 fiscal year included a range of conditions and events that affected the sector:

Commitment to First Nations: The Province has made a commitment to strengthen its relationship with First Nations and to ensure that legal obligations to consult and accommodate where First Nations have asserted rights and title interests. The Ministry sees this as an opportunity to work more effectively in collaboration with First Nations, creating mutual sustained benefits.

Diversity of Client Groups: The use of Crown land evolves over time in response to government priorities, societal shifts, new technologies and consumer demand. In the past, the allocation of Crown land has been slow to accommodate new land uses and business requirements.

Climate Change: Through composition and diversity of plant and animal species, populations and ranges may shift considerably due to climate change, which may create new challenges with how Crown land is managed.

Growing Demand for Crown Land: Strong commodity markets, particularly in energy and minerals, have resulted in high levels of demand for the Province's resource planning and tenuring services. Industry clients are also demanding greater ease of access and the ability to work more closely with the Province. As well, an increased need exists for greater co-ordination with delegated agencies to ensure that policies and procedures effectively support the strategic priorities of government.

Restoring Lands to Achieve Environmental, Social and Economic Benefits: The Province is addressing a legacy of contaminated lands from a time when people were not as aware of the environmental implications of certain land uses. The sheer number of contaminated sites and the time required to effectively remediate known sites affects the rate at which site remediation is accomplished.

Report on Performance

Key Changes in the 2008/09 Service Plan Measures

There was a transition in service planning with the *2008/09 – 2010/11 Service Plan*: performance measures were streamlined to better accord with the strategic priorities of the Ministry. This year's report is based on the service plan developed in 2007/08, and therefore will not reflect these new measures. Some notable changes that will be seen in next year's report include a focus on the following suite of six measures:

1. Ratio of Ministry expenditures on investment versus income stabilization.
2. Compliance with fish health management plans.
3. Industry compliance with aquaculture licensing and regulatory requirements.
4. Number of program sites for which remediation is underway or completed.
5. Support for agriculture.
6. Contribution to the Province's commitment to reduce greenhouse gas emissions, including Ministry operations, areas related to its mandate and supporting programs.

The Ministry will continue to monitor performance against the broader suite of measures internally.

Performance Plan Summary Table

Goal 1: Competitive, world class agriculture, aquaculture and food sectors For greater detail see pages 51 to 59	**2007/08 Target**	**2007/08 Actual**
1.1 Objective: Strategic growth of the agriculture, aquaculture and food sectors		
Measure: Dollar value of industry investment (million)	Agriculture Growth above $215.4	Agriculture 6.9% Decline $200.6 NOT ACHIEVED
	Food and Beverage Growth above $162.9	Food and Beverage 4.6% Decline $155.4 NOT ACHIEVED
Measure: Net cash income (million)	Growth above $394.1	9.9% Decline $355.2 NOT ACHIEVED
1.2 Objective: Effective management of farm business and income risks		
Measure: Level of coverage under business risk management programs	70% of eligible crops are insured under Production Insurance	77% EXCEEDED
	85% of B.C. farm cash receipts covered by CAIS Program	74% NOT ACHIEVED
Measure: Processing time for payments of claims under Production Insurance	100% of claims paid within 30 days of finalization	68% NOT ACHIEVED
1.3 Objective: British Columbians value and support agriculture and aquaculture		
Measure: Number of Agricultural Advisory Committees	27	34 EXCEEDED

Goal 2: **Agriculture, aquaculture and food systems that are environmentally sustainable and enhance human, plant and animal health** For greater detail see pages 59 to 65	**2007/08 Target**	**2007/08 Actual**
2.1 Objective: Effective management of environmental risks		
Measure: Overall per cent industry compliance with aquaculture licensing and regulatory requirements	94%	99.2% EXCEEDED
Measure: Number of farms with environmental farm plans	1,500 farms with completed farm plans	2,159 EXCEEDED
	375 farm plans implemented	539 EXCEEDED
2.2 Objective: Effective management of risks impacting human, plant, animal and fish health and food safety		
Measure: Number of national on-farm food safety and quality programs implemented	11	14 EXCEEDED
Measure: Per cent compliance with Fish Health Management Plans	100%	100% ACHIEVED
Measure: Per cent of routine (diagnostic) samples completed within five days	80%	100% EXCEEDED

Goal 3: **Administration of Crown lands that promotes sustainability and the greatest benefits for British Columbians** For greater detail see pages 65 to 68	**2007/08 Target**	**2007/08 Actual**
3.1 Objective: Effective, modern Crown land policies and administration that is accessible, efficient and client-oriented		
Measure: Per cent of operational policies reviewed and updated	42%	58% EXCEEDED
3.2 Effective management of high-risk provincial contaminated sites to minimize impacts to human health and the environment		
Measure: Number of priority sites for which remediation is underway/completed	36 underway/ completed	48 underway/ completed EXCEEDED

Goal 1: Competitive, world class agriculture, aquaculture and food sectors

Long-term prosperity for British Columbia's agriculture, aquaculture and food sectors is only possible if they are profitable, sustainable and have the support of consumers and citizens. The Ministry promotes sector profitability and self-reliance through programs and services that improve market access, foster innovation and efficiency across the value chain and provide farmers with the tools they need to sustain their businesses in the face of environmental and market risks. The Ministry also recognizes the importance of managing the urban/agriculture divide for maintaining public acceptance of agricultural lands and sustainable growth in these sectors.

Objective 1.1: Strategic growth of the agriculture, aquaculture and food sectors

To foster economic sustainability, strategic policy and initiatives are designed to ensure that all levels of the value chain, from primary producers to the retailers, are profitable. The Ministry supports the industry to identify and seize new opportunities by promoting diversification, adoption of new technologies and sector adjustment and transition.

Strategies

Key strategies for this objective included:

- identifying and promoting development opportunities throughout the agriculture and agri-food value chain (including bio-fuels, agri-tourism, silvopasture, and access to land and labour);
- promoting sector adjustment on a priority basis (including tree fruit industry strategy, meat transition assistance program, livestock waste tissue initiative, cattle industry strategy, bio-fuel feasibility study);
- maintaining and improving domestic and international market access by addressing tariff

First Nations and Agriculture

"Our province is committed to supporting First Nations in achieving economic diversity through agriculture and in promoting the connection between fresh food and good health. By creating a local, sustainable food system, First Nations can build healthy communities while increasing employment and promoting self-reliance."

— Minister Pat Bell
May 3, 2007

and technical trade barriers and positioning products through country of origin labeling and standards and certification programs;

- implementing the Ministry's science and innovation strategy to accelerate adoption of new technologies and practices within the agriculture, aquaculture and food sectors;
- delivering information and extension services to the agriculture and food sector through InfoBasket, outreach workers and farm extension specialists; and
- completing an Agriculture Plan for the province by June 2007.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Dollar value of industry investment (million)	Agriculture \$215.4[1,2]	Growth above \$215.4	Agriculture 6.9% Decline \$200.6[3] NOT ACHIEVED
	Food and Beverage \$162.9[1]	Growth above \$162.9	Food & Beverage 4.6% Decline \$155.4[3] NOT ACHIEVED

Data Source: Statistics Canada. Private and Public Investment in Canada — Catalogue No. 61-205, special tabulation, three-year rolling average.

[1] Baselines adjusted to include 2005 and 2006 actual investment figures published by Statistics Canada. At time of *2007/08 – 2009/10 Service Plan* release, the 2006/07 baseline was forecasted. It included 2004 actual, 2005 preliminary and 2006 forecasted investment data.

[2] Does not include aquaculture.

[3] Includes 2005 actual, 2006 actual and 2007 preliminary industry investments (Statistics Canada).

Discussion of Results

Dollar value of industry investment: Performance in relation to this target is affected by a wide range of factors, many of which are beyond the control of the Ministry. These include factors that affect net revenues such as extreme weather conditions, animal diseases, surges in fuel costs or fluctuations in foreign exchange rates and interest rates. This performance measure tracked the value of new investment in construction and machinery capital in the B.C. agriculture and food sectors, providing a useful indicator of market conditions both in a particular industry and the economy as a whole. Growth in capital expenditures gives an indication of the views management holds on future market demands in relation to productive capacity. A three-year rolling average is used as it gives a clearer trend line since fluctuations in year-to-year investments can be significant.

- **Agriculture:** Growth above $215.4 million in industry investment in B.C. agriculture was not achieved. Capital and machinery investment in agriculture declined 6.9 per cent due to the continued growth in the Canadian dollar combined with rising labour costs and fuel expenses.
- **Food and Beverage Manufacturing:** Growth above $162.9 million of industry investment in the B.C. food and beverage processing sectors was not achieved. Total capital and machinery investment in these sectors declined 4.6 per cent as a result of the growth in the Canadian dollar combined with rising labour costs and fuel expenses.

Ministry Response

The current measure is beyond the Ministry's ability to control. The Ministry will now gauge performance based on the ratio of Ministry expenditures on investment versus income stabilization. The new measure will reflect the Ministry's investment in continuing to facilitate industry transformation, promoting sector profitability and self-reliance.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Net cash income (million)	$394.1[1]	Growth above $394.1	9.9% Decline $355.2[2] NOT ACHIEVED

Data Source: Statistics Canada. Net Farm Income — Agriculture Economics Statistics — Catalogue No. 21-010.

[1] Baseline Adjusted: 2003 and 2004 net cash income estimates were revised by Statistics Canada as a result of Statistics Canada's standard revision practices for its published estimates. The 2006/07 baseline was adjusted to reflect the revised 2003 – 2005, three-year rolling average.

[2] Three-year rolling average for 2004, 2005 and 2006 calendar years.

Discussion of Results

Net cash income: Net cash income provides a measure of the efficiency and profitability of farm business operations. The measure reflects farm business cash flow (gross revenues minus operating expenses), excluding capital costs, generated from the production of agricultural goods. Growth in the indicator signals an increase in farm revenues and/or a decline in farm expenditures, denoting increased operating efficiencies. A three-year rolling average is used to account for unexpected and uncontrollable factors that may affect revenues or expenditures in any given year. In 2007/08, net cash income declined by 9.9 per cent. Growth above $394.1 million was not achieved due to rising wage, fuel and interest expenses affecting farms not only in B.C. but all across Canada.

Ministry Response

The current measure is beyond the Ministry's control or influence. The Ministry will now gauge performance based on the ratio of Ministry expenditures on investment versus income stabilization. Investing in the innovation and development of new market opportunities will be critical to the future success of the agri-food sector in British Columbia. Agriculture and food sectors will continue to face significant economic challenges. However, the diversity and small size of the B.C. sector allows it to move into position to take advantage of the growing number of niche market opportunities.

Objective 1.2: Effective management of farm business and income risks

Weather hazards, natural disasters, diseases, pests and market declines pose significant risks for farmers. Such risks reduce farm income and can lead to financial instability of sectors within the industry. The Ministry aims to create a stable platform for the sector by providing comprehensive programming that allows farmers to proactively manage risk.

Strategies

Key strategies for this objective included:

- promoting effective management of income risks through the Canadian Agricultural Income Stabilization program and Production Insurance;
- in collaboration with federal-provincial-territorial partners, reviewing Canadian Agricultural Income Stabilization and considering the establishment of a complementary disaster program framework;
- providing programs and tools that help farmers to manage the risks and impacts associated with wildlife; and
- continuing to ensure program changes remain within the fiscal capacity of the Province.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Level of coverage under business risk management programs	76% of eligible crops are insured under Production Insurance[1]	76%	70%[2]	77% EXCEEDED
	85% of B.C. farm cash receipts covered by CAIS Program[3,4]	83%[5]	85%[6]	74%[7] NOT ACHIEVED

Data Source: Ministry of Agriculture and Lands.

[1] Data excludes forage crops.

[2] Target of 70% represents the national standard for participation.

[3] Data excludes supply-managed commodities.

[4] 2005/06 actual refers to 2004 crop year.

[5] 2006/07 actual refers to 2005 crop year.

[6] Target of 85% represents the national standard for the minimum level of coverage.

[7] 2007/08 actual refers to 2006 crop year.

Discussion of Results

Level of coverage under business risk management programs: These performance measures tracked the extent of coverage provided by the Production Insurance and Canadian Agricultural Income Stabilization programs to reduce the financial impact of uncontrollable risks.

- **The Production Insurance program** helps producers manage uncontrollable losses primarily due to weather such as hail or frost damage. A target of 70 per cent represents the national standard for eligible crops insured under Production Insurance. While this standard has been exceeded by the Ministry in recent years, participation is voluntary and a number of factors such as premium increases, price competition or weather can present a significant challenge to maintaining this level of coverage. The 2007/08 target was exceeded. The high participation rate in this program was largely due to the high uptake from the tree fruit sector.
- **The Canadian Agricultural Income Stabilization program** provides protection for overall income losses such as those caused by increases in input costs or sudden market price declines. The 2007/08 target was not achieved. The significant decline in farm cash receipts in the livestock sector in 2006, particularly the beef sector, had a major impact on level of coverage.

Ministry Response

- **The Canadian Agricultural Income Stabilization program:** The Ministry will continue to promote, deliver and improve national risk management programs and services while working to reduce reliance on income stabilization through strategic investments in innovation and development of new market opportunities. Recent changes in the Canadian Agricultural

Income Stabilization program will offer two new programs, one for investment and one for stabilization — within existing budget allocations.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Processing time for payments of claims under Production Insurance	85% of claims paid within 30 days of finalization[1]	100%	68% NOT ACHIEVED

Data Source: Ministry of Agriculture and Lands.

[1] A claim is considered finalized once a cheque has been produced by the B.C. Ministry of Finance.

Discussion of Results

Processing time for claims under Production Insurance: Studies indicate that timeliness in processing insurance claims is highly important to customer satisfaction. The Ministry has been working to improve its payment processing times for production insurance to ensure farmers do not experience financial hardship as a result of delayed payments. In 2007/08, processing time was tracked in two ways. The Ministry tracked the time taken from the availability of all information needed to prepare the claim until submitted to the Ministry of Finance for payment. Last year, 88 per cent of claims were submitted for payment in under 30 days; however, when including the time required to cut the cheque for the recipient, the result moved from 88 per cent to 68 per cent.

Ministry Response

The Ministry will continue to develop business processes for continuous improvement in the delivery of the Production Insurance program, including processing time for payments of claims.

Objective 1.3: British Columbians value and support agriculture and aquaculture

Agriculture and aquaculture activity occurs within communities and depends on good relations with local government and community members. Much of the farmland in B.C. is near areas of urban, residential and commercial development. While the preservation of agricultural land in B.C. is overseen by the Agricultural Land Commission, the Ministry builds on this mandate and aims to create a positive urban/agriculture environment to facilitate sustainable growth for farms while enhancing the overall quality of life for all British Columbians.

Strategies

Key strategies for this objective included:

- delivering the Strengthening Farming Program to bridge the urban/agriculture divide and ensure local governments value the contribution of farmers and the broader agriculture sector;
- continuing to build relationships with local governments, First Nations and key stakeholders across B.C. with an interest in aquaculture management; and
- building greater understanding of agriculture and aquaculture's contribution to the community through youth programs (e.g., 4-H, fairs, "Agriculture in the Classroom") and other proactive communication strategies.

Eat BC! Campaign

"One of the best ways to ensure a secure local food supply is by making the conscious effort to purchase B.C. grown food. Our farming community produces over 225 agricultural products, so there is a lot of choice when creating dishes from local foods."

— Minister Pat Bell
Sept. 14, 2007

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of Agricultural Advisory Committees	24	26	27	34[1] EXCEEDED

Data Source: Ministry of Agriculture and Lands.

[1] As of March 31, 2008.

Discussion of Results

Number of Agricultural Advisory Committees: With only 1.5 per cent of British Columbians living on farms (2006), it has become increasingly important for local governments to find ways to keep in touch with their farm and ranch communities, and to facilitate support for the sector. Agricultural advisory committees (AACs) build agricultural awareness in their communities as well as ensuring that policies and development projects consider farmers. AACs promote the preparation and implementation of local agricultural area plans and sector business strategies. The measure provides an overall indicator of the Ministry success in stimulating local government awareness of and support for farming, and in increasing the value they place in working co-operatively with their agricultural community. In 2007/08, the Ministry exceeded the target: there are now 34 agricultural advisory committees, including one aquaculture committee. This increase is largely due to the success of the existing AACs and their agriculture planning projects. The increase followed the third biennial provincial AAC workshop. The Ministry's participation in and presentation of agricultural topics in relation to area planning at the annual Union of B.C. Municipalities has also contributed to the increase.

The Ministry committed to completing a survey in the *2007/08–2009/10 Service Plan* to gauge public awareness and perceptions of the agriculture industry and its benefits, including government's management of agriculture in B.C. The survey has been completed and the data is currently being analyzed. The Ministry will report out on the results accordingly.

Goal 2: Agriculture, aquaculture and food systems that are environmentally sustainable and enhance human, plant and animal health

British Columbians and the government require that food production systems support public health and environmental goals. British Columbia is committed to enhancing its reputation as a world leader and community partner by maintaining world class agri-food production practices. The Ministry contributed to this goal by assisting the agriculture, aquaculture and food sectors to enhance food safety and environmental practices to improve B.C.'s water, soil and air quality into the future. This goal recognizes the benefits of promoting healthy eating and overall societal well-being.

Objective 2.1: Effective management of environmental risks

Responsible production and environmental protection are key to B.C.'s agriculture, aquaculture and food sectors in maintaining long-term sustainability as well as community and consumer confidence in the sectors. The Ministry plays a significant role in encouraging and supporting the application of environmentally sound production practices by producers in the agriculture and aquaculture sectors. Ministry aquaculture compliance programs and information services are critical for reducing environmental risks.

Strategies

Key strategies for this objective included:

- delivering regional and sector programs that promote environmental protection (e.g., environmental farm plans, nutrient management, carcass disposal, aquaculture licensing and compliance, water management);
- ensuring that provincial and multisectoral initiatives consider the needs and interests of the agriculture and aquaculture sector;
- integrating the requirements for water by the agriculture industry into the provincial water strategy;
- quantifying and mitigating the impacts of agricultural practices on water, air and soil quality; and
- continuing to enhance provincewide co-ordination of invasive plant management.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Overall per cent industry compliance with aquaculture licensing and regulatory requirements	99.7%[1, 2]	94%	99.2%[3] EXCEEDED

Data Source: Ministry of Agriculture and Lands.

[1] 2006/07 actual adjusted since release of *2007/08 – 2009/10 Service Plan*. Previously, the 2006/07 actual value of 90% was estimated based on data available at that time. The 2006/07 actual of 99.7% reflects the final value as reported in: *2006 Annual Inspections on Marine Finfish Aquaculture Sites for the 2006 Inspection Cycle*.

[2] As of Dec. 31, 2006.

[3] Estimate — preliminary value based on 2007 calendar year inspections. Final value will be available with the release of the *2007 Annual Inspections on Marine Finfish Aquaculture Sites for the 2007 Inspection Cycle* report.

Discussion of Results

Per cent of industry compliance with aquaculture licensing and regulatory requirements:[7] The intent of the licensing and regulatory requirements is to ensure that finfish aquaculture operators are demonstrating accountable and environmentally sustainable practices, which include the prevention of finfish escapes to the environment. This measure provides an indication of the overall average of the marine finfish aquaculture industry's level of compliance to the Ministry's aquaculture licensing and regulatory requirements based on a calendar year inspection cycle.

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[7] In the *2007/08 – 2009/10 Service Plan*, the performance measure was expanded from "per cent compliance with best management practice plans on finfish farms" to "overall industry compliance with aquaculture licensing and regulatory requirements." The new measure not only measures compliance with best management plans, but also measures against a number of other parameters. This expansion of the measure reflects the government's commitment to closely monitor aquaculture operations in an open, transparent manner, further supporting a performance-based approach to aquaculture management.

Annual inspections at salmon farms are conducted throughout the calendar year. The data collected during these inspections is compiled at year-end and is reported in the *Annual Inspections on Marine Finfish Aquaculture Sites* report for each annual inspection cycle. In 2007/08, the main contributing factors to exceeding the Ministry target included:

- With the introduction of the Province's Aquaculture Regulation and the Finfish Aquaculture Waste Control Regulation in 2002, and the continued commitment of the industry to upholding a high level of environmental standards, the Ministry has seen a steady increase in overall industry compliance year-over-year. Industry was fully engaged and responded well to the 2006 annual site inspections which provided companies a better understanding of Ministry expectations.
- A one-day workshop was held by Ministry fish inspection staff. It included farm management reviewing the annual farm inspection checklist and provided the opportunity to address any questions or concerns from the farm site managers. The workshop was well attended and resulted in a greater understanding of the annual inspection process and expectations, contributing to the increased rate of compliance.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of farms with environmental farm plans[1]	364 farms with completed farm plans	1,302	1,500	2,159[2] EXCEEDED
	72 farm plans implemented	325	375	539[3] EXCEEDED

Data Source: BC Agriculture Council.

[1] The Agricultural Policy Framework agreement, which supported the environmental farm planning program, ended March 31, 2008. Future targets are contingent upon continuing federal-provincial funding, pursuant to the negotiation of the next policy framework (Growing Forward).

[2] "Program to Date" up to Dec. 31, 2007.

[3] Estimated "Program to Date" up to Dec. 31, 2007.

Discussion of Results

Number of farms with Environmental Farm Plans: Environmental farm plans are an indicator of the agricultural sector's willingness to employ beneficial management practices and help farmers to identify environmental risks and benefits from their individual farming operations. Plans are considered completed when a risk assessment of the farm or ranch has been conducted and an action plan for mitigating identified risks has been developed. They are considered implemented once all identified regulatory-mandated risks have been addressed. Initial targets for completed and implemented plans were based on surveys of farmers at the start of the program (in 2003) and revised annually based on the results of previous years. The plans are optional, but financial assistance to address environmental risks is provided to farmers who complete and implement approved plans. The program had a slow start in 2005 due to farmer focus shifting towards management of issues related to Bovine Spongiform Encephalopathy (BSE) and avian influenza. This shift resulted in the Ministry not achieving its target in 2005/06. The environmental farm plan program was supported by the Agriculture Policy Framework (APF) ended March 31, 2008, resulting in a significant increase in interest by the sector to complete their plans in order to access the funds that will support improvements that contribute to good environmental practice. The Ministry exceeded the target for the 2007/08 year.

Objective 2.2: Effective management of risks impacting human, plant, animal and fish health and food safety

The Ministry works with industry and other government agencies to develop and maintain a co-ordinated and effective framework for preventing, containing and eliminating disease outbreaks and threats. This contributes to the broader public health, protects capacity of the land and provides consumers and markets with assurance that B.C. products are safe.

Strategies

Key strategies for this objective included:

- working with all levels of government and industry to enhance preparedness for possible incursion of avian influenza into B.C. (that is, H5N1 Planning Council, Foreign Animal Disease Emergency Support planning, bio-security plans with poultry industry and CL3 laboratory expansion activities);
- facilitating the development of tracking and traceability systems for food and agriculture sectors, beginning with livestock and poultry sectors;

- improving the capacity to diagnose and respond to disease-causing agents, invasive plants and pests through the plant health initiative;
- in co-operation with the Ministry of Health, the federal government and industry associations, promoting the development and adoption of programs and practices throughout the agriculture value chain that protect against risk to animal and human health;[8] and
- developing a strategy for the "partners in healthy eating" component of ActNow BC.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of national on-farm food safety and quality programs implemented[1]	7	11[2]	14 EXCEEDED

Data Source: Ministry of Agriculture and Lands and Canadian Food Inspection Agency.

[1] The data represents the cumulative number of programs available at March 31, 2008.

[2] Correction: target was misstated in *2007/08 – 2009/10 Service Plan* at time of printing.

Discussion of Results

Number of national on-farm food safety and quality programs implemented: Currently there are 30 national on-farm food safety and quality programs developed by national producer organizations which cover plants and animals used for food products. The programs were funded under the systems development program of the Canadian Food Safety and Quality Program of the Agricultural Policy Framework (APF), which ended March 31, 2008. Adoption of on-farm food safety programs enables B.C. producers to identify and address food safety hazards associated with primary production of livestock and crops, thereby contributing to effective management of human health and food safety risks. Although the APF agreement has ended, the federal government continues to fund national producer organizations to develop on-farm food safety and quality programs. As programs are approved, provincial producer organizations decide to implement them. The Ministry supports implementation of approved programs on B.C. farms to meet the objective of effective management of risks affecting food safety. In 2007/08, incremental growth exceeded that target due to increased industry motivation and the availability of funding to facilitate development.

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[8] This includes Bovine Spongiform Encephalopathy testing for all at-risk (>30 months of age, or showing signs consistent with BSE) B.C. cattle.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent compliance with Fish Health Management Plans	100%[1]	100%	100%[2] ACHIEVED

Data Source: Ministry of Agriculture and Lands.

[1] As at Dec. 31, 2006. Actual value based on 2006 Fish Health Report.

[2] Preliminary value as at Dec. 31, 2007. Actual value will be released with the 2007 Fish Health Program Report; value is not expected to change.

Discussion of Results

Per cent compliance with Fish Health Management Plans: All commercial salmon farms are required to have an approved Fish Health Management Plan (FHMP) in place as a condition of their licence. The plan outlines the principles and procedures that finfish operators use at their facilities to reduce the risk of the disease in fish and prevent the spread of disease, including key controls related to bio-security and reporting of fish health events. The Ministry conducts 30 random audits of all active marine salmon farms quarterly to ensure compliance with the Fish Health Management Plans. Further audits are undertaken to monitor sea lice counts and reporting. In addition to Ministry fish health visits, other provincial and federal authorities also regularly visit marine finfish sites. On average, each operational finfish facility is visited at least four times a year by various government representatives. Every marine salmon company, and their respective active sites, is randomly selected for monitoring as part of the Ministry's Fish Health Audit and Surveillance Program (FHASP). Each major company conducts fish health management in accordance with expected guidelines. The 2007/08 target was achieved, all companies are compliant with reporting and communication requirements, and there has yet to be any incident regarding fish health management that required fisheries enforcement in order to achieve compliance. There is presence of an approved fish health management plan for all salmon producing companies. The FHMPs are a living document, and efforts are made annually to review and revise them as our understanding of aquaculture grows.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of routine (diagnostic) samples completed within five days	80%	80%	100% EXCEEDED

Data Source: Ministry of Agriculture and Lands.

Discussion of Results

Per cent of routine samples completed within five days: The Ministry's veterinary diagnostic laboratory provides full service diagnostics for all species. The Ministry exceeded the 2007/08 target: 100 per cent of samples in which avian influenza was suspected and all samples submitted for Bovine Spongiform Encephalopathy testing were analyzed and results were reported within 24 hours. Timely processing and reporting is critical to containing potential disease outbreaks. After interim reports are communicated, additional testing will often be carried out. When significant results are determined, the information is immediately communicated to the client; however, the case is not considered "completed" until it has been invoiced.

Goal 3: Administration of Crown lands that promotes sustainability and the greatest benefits for British Columbians

Crown land plays a key role in the development of British Columbia and remains vital to the societal, economic and environmental values of this province. Allocation decisions and management of Crown lands are guided by a framework of legislation, policies, guidelines and tenure requirements. The Ministry develops, maintains and supports implementation of the Crown land allocation framework to ensure that it is responsive to the changing needs and demands of communities, First Nations, sector interests and the province's broader strategic objectives.

Crown Land in B.C.

94 per cent of the land in British Columbia is provincial Crown land — two per cent of which is covered by fresh water.

Objective 3.1: Effective, modern Crown land policies and administration that is accessible, efficient and client-oriented

The Ministry is responsible for the policies that establish the objectives, principles and rules that define how Crown land will be used. Crown land policies and administration must be relevant, up-to-date and responsive to society's changing needs. In support of this, the Ministry develops and maintains policies and guidelines, provides advice and analytical support to clients, and is directly involved in more complex land dispositions.

In the case of major Crown land dispositions, the Ministry supports collaborative planning with local governments, First Nations and stakeholders, to identify Crown land development opportunities that are socially, economically and environmentally sound.

Strategies

Key strategies for this objective included:

- developing a modern and integrated Crown land allocation framework (CLAF) by undertaking an analysis of client and government needs and updating policies that currently guide Crown land allocation decisions and land-use planning;
- continuing to provide support to the Integrated Land Management Bureau and other government partners that provide Crown land services and land-use planning process;
- improving the approach to consultation and accommodation regarding the disposition and administration of Crown land; and
- providing leadership in identifying how B.C.'s Crown land can be best used to respond to current and emerging needs and in the development and marketing of Crown land in support of broader government objectives.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of operational policies reviewed and updated	11%	42%	58% EXCEEDED

Data Source: Ministry of Agriculture and Lands.

Discussion of Results

Per cent of operational policies reviewed and updated. Currently there are 26 main operational policies governing Crown land administration. These policies provide guidance for a wide range of land use, ranging from wind power to community recreation. The objective of the review is to achieve a co-ordinated and cost-effective policy framework for Crown land administration. The Crown land operational policies managed by the Ministry were reviewed for consistency of standard language, assessment of pricing methodology with the general pricing policy, identification of opportunities for policy harmonization and identification of future internal policy work priorities. The 2007/08 target was exceeded as a result of the review. Changes were made to 15 of 26 — or 58 per cent — of the policies under the Ministry. The changes provide increased assurance that policies meet emerging operational and sector needs.

Objective 3.2: Effective management of high-risk provincial contaminated sites to minimize impacts to human health and the environment

The Ministry has a responsibility to ensure that Crown contaminated sites do not pose risks to human health and the environment and for fostering a cross-government approach that co-ordinates the identification, remediation and reporting of contaminated sites. The identification and remediation of contaminated sites is undertaken using a risk-based approach that considers potential impacts to human health and the environment and potential benefits associated with the future use of remediated lands.

Strategies

Key strategies for this objective included:

- remediating high-priority Crown contaminated sites that are the responsibility of the Province;
- identifying potential public-private partnerships to complete the remediation of sites; and
- working with other provincial ministries and agencies to deliver reliable, relevant, accurate and transparent reports of contaminated sites management.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of priority sites for which remediation is underway/completed[1]	18 underway/ completed	28 underway/ completed	36 underway/ completed	48 underway/ completed EXCEEDED

Data Source: Ministry of Agriculture and Lands.

[1] Results are cumulative with sites added from one year to the next.

Discussion of Results

Number of priority sites for which remediation is underway/completed. Progress on remediation minimizes impacts to human health and the environment. This indicator provides a measure of progress in remediating these priority sites. Remediation includes both clean-up of a contaminated site and the preceding investigative work. Site remediation can be a multiyear exercise, depending on the site size, complexity and regulatory requirements for clean-up. In the past year, 44 sites were underway and two additional priority sites were remediated (Teddy Glacier and Malakwa), bringing the total to four priority sites remediated since the inception of the Crown Contaminated Sites Program. The 2007/08 target was exceeded. The number of candidate sites was purposely doubled for the 2007/08 fiscal year to provide a larger number of sites from which to plan further investigation and remediation activities. As a result, the cumulative total for 2007/08 of sites underway or completed reached 48 compared to the target of 36.

Brownfields

Redevelopment of brownfield sites helps to reduce development pressure on farm and forested land, reduce urban sprawl, improve public and environmental health and safety, increase land values, revitalize communities and renew derelict and underutilized land. The Province is looking at ways to assist developments that emphasize triple-bottom-line outcomes (social, environmental and economic).

Resource Summary 2007/08 — Ministry of Agriculture and Lands

The Resource Summary table below outlines the expenditures by core business area. The summary includes all expenditures for the Ministry of Agriculture and Lands, Integrated Land Management Bureau (ILMB) and the Agricultural Land Commission (ALC).

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Food Industry Development	18,849	—	18,849	22,342	3,493
Agriculture and Aquaculture Management	10,708	—	10,708	11,227	519
Risk Management	38,129	—	38,129	36,890	(1,239)
Crown Land Administration	38,360	—	38,360	34,167	(4,193)
Executive and Support Services	8,016	—	8,016	8,922	906
Sub-Total	**114,062**	—	**114,062**	**113,548**	**(514)**
Agricultural Land Commission	2,402	—	2,402	2,402	—
Integrated Land Management Bureau	62,311	4,448	66,759	66,759	—
Crown Land Special Account	80,020	31,501	111,521	111,521	—
Transfer from Crown Land Special Account to General Account	—	(74,209)	(74,209)	(74,209)	—
Production Insurance Special Account (net)	11,500	2,633	14,133	14,133	—
Adjustment of Prior Year's Accrual	—	—	—	(92)	(92)
Total	**270,295**	**(35,627)**	**234,668**	**234,062**	**(606)**
Full-time Equivalents (FTEs)					
Food Industry Development	157	—	157	156	(1)
Agriculture and Aquaculture Management	84	—	84	80	(4)
Risk Management	35	-	35	49	14
Crown Land Administration[2]	148	—	148	56	(92)
Executive and Support Services	10	—	10	11	1
Sub-Total	**434**	—	**434**	**352**	**(82)**
Agricultural Land Commission	23	—	23	21	(2)
Integrated Land Management Bureau	363	—	363	533	170
Total	**820**	—	**820**	**906**	**86**

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Food Industry Development	1,392	—	1,392	1,214	(178)
Agriculture and Aquaculture Management	437	—	437	7	(430)
Risk Management	168	—	168	33	(135)
Crown Land Administration	702	—	702	7	(695)
Executive and Support Services	87	—	87	1,043	956
Sub-Total	**2,786**	—	**2,786**	**2,304**	**(482)**
Agricultural Land Commission	5	—	5	—	(5)
Integrated Land Management Bureau	6,576	—	6,576	5,473	(1,103)
Total	**9,367**	—	**9,367**	**7,777**	**(1,590)**

[1] The amounts in the "Estimated" column correspond to the *Estimates* as presented to the legislative assembly in February 2007.

[2] 98 FTEs were reassigned from Crown Land Administration to the Integrated Land Management Bureau during 2007/08. The FTE actuals reflect this reallocation of resources.

Comments and Explanations

Operating Expenditure Variances

Other Authorizations includes $2.6 million under statutory authority for the indemnity payments made from the Production Insurance Special Account.

Significant variances of actual expenditures exceeding program budgets includes $3.5 million in support of the livestock industry (Food Industry Development), $0.5 million for the Invasive Weed Control program (Agriculture and Aquaculture Management), and $1.0 million for centralized support costs. These variances are offset by a $4.2 million net surplus in the Crown Contaminated Sites Program (Crown Land Administration) and $1.2 million in savings under the Agricultural Policy Framework (Risk Management).

Capital Expenditure Variances

Variances in capital expenditures are mainly due to reallocations of the capital budget between divisions during the fiscal year. This results in overspending in some areas that is offset by underspending in other areas.

Recoveries and Revenue

Through partnerships and other arrangements with various organizations, Ministry Operations provided services and then recovered some or all of its costs. The recoveries amounted to a total of $19.9 million in 2007/08. Principal items included $6.3 million in external funding under the Agriculture Policy Framework and $8.6 million from other provincial ministries in support of the School Fruit and Vegetable Snack Program.

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For more information about the Ministry of Agriculture and Lands, including full contact information, visit our website at: www.gov.bc.ca/al/

B.C.'s new Agriculture Plan can be viewed or downloaded at:
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Provincial Agricultural Land Commission

2007/08 Annual Service Plan Report

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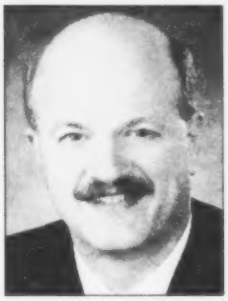

Message from the Minister and Accountability Statement

As the Minister responsible for the Agricultural Land Commission I am pleased to present its 2007/08 Annual Service Plan Report.

Agricultural land is a fundamental component of a strong agricultural industry and a basis for the health and well-being of British Columbians as well as an integral part in the new British Columbia Agriculture Plan.

Pat Bell

Honourable
Minister of Agriculture and Lands

June 20, 2008

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Highlights of the Year

The Agricultural Land Commission achieved the following key results in the 2007 – 2008 service planning period.

- The Commission received 666 new applications and made 876 decisions (includes decisions on applications received in previous years).
- Local governments referred a total of 28 official community plans, plan amendments and zoning bylaws to the Commission for review.
- The six regional panels of the Commission met a total of 104 days with applicants, local governments, agricultural associations and other stakeholders.
- The executive committee met five times for a total of 5.5 days.
- The full Commission met once during the year for three days.

Purpose of the Commission

The purposes of the Agricultural Land Commission are set out in section 6 of the *Agricultural Land Commission Act* as:

(a) to preserve agricultural land;

(b) to encourage farming on agricultural land in collaboration with other communities of interest; and

(c) to encourage local governments, first nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

Agricultural land comprises less than 5 per cent of the total land area of British Columbia. There is ongoing pressure to convert this limited agricultural land to non-agricultural uses. The Commission preserves agricultural land in B.C. through the Agricultural Land Reserve or ALR, a provincial land use zone in favour of agriculture. The ALR provides a land base that supports and creates opportunities for a local food supply, food and agri-product exports and other non-food agricultural products. The reserve also provides for agricultural expansion and other compatible economic activities.

The *Agricultural Land Commission Act* sets out processes for the inclusion or exclusion of land to and from the reserve and for non-farm use and the subdivision of land within the reserve. The Act is supported by the Agricultural Land Reserve Use, Subdivision and Procedure Regulation, which provides procedures for applications and defines permitted land uses and subdivisions within the ALR.

As an administrative tribunal acting pursuant to the Act and the *Administrative Tribunals Act*, the Commission considers each application on its individual merits through a fair and transparent review process, in most cases involving on-site meetings with applicants.

The work of the Commission is carried out by 19 appointed Commissioners comprised of a Chair, six Vice-Chairs and twelve members. The appointed Commissioners are the board of directors of the commission which is supported by 23 professional staff.

Strategic Context

The Agricultural Land Commission operates within a dynamic environment influenced by factors including diverse and often competing interests as well as broader agricultural, land use, environmental, economic and societal trends. External and internal factors that influenced the Commission within the 2007/08 service planning period include the following.

External Factors

As the table below indicates, the number of ALR applications for exclusion, inclusion, subdivision and non-farm use received by the Commission increased again this year; for the fifth year in a row. External factors related to the strong economy, housing market and population growth may underlie this increase. The Commission does not control the number of applications it receives and can only respond to what is submitted via the application process. As a result of the continued increase in applications it has been a challenge for the Commission in its efforts to focus on proactive planning rather than application processing only.

Applications Received

	2003/04	2004/05	2005/06	2006/07	2007/08
Number of Applications Received	463	544	560	603	666

Internal Factors

As in previous years, the Commission maintained a high level of responsiveness while requiring additional effort to accommodate the increased application load.

Report on Performance

The Performance Measurement Summary Table summarizes the Agricultural Land Commission's progress with regard to its performance targets.

Performance Plan Summary Table

Goal 1: Preservation of agricultural land For greater detail see pages 11-12	**2007/08 Target**	**2007/08 Actual**
1. The boundaries of the ALR reflect agricultural suitability, the needs of the agricultural industry and long-term community needs and food requirements	Complete two co-operative planning processes in northern and eastern B.C. by 2009/10	1 Underway
2. Decision-making practices based on adequate information and that are appropriate to regional circumstances	100 per cent of community need proposals supported by adequate information	60%
3. A high degree of compliance with Commission decisions and the *Agricultural Land Commission Act*	Appoint six officials from other ministries and local governments to assist with compliance and enforcement	NOT ACHIEVED

Goal 2: Encourage and enable farming For greater detail see pages 13-15	**2007/08 Target**	**2007/08 Actual**
1. Agricultural goals and objectives are "built in" to existing land use planning systems and practices	100 per cent of new Official Community Plans and regional growth strategies reviewed preserve agricultural land and encourage and enable farming	89%
	20 per cent reduction in the number of applications and routine Official Community Plans reviewed by panels through delegation to staff and changes to business practices	NOT ACHIEVED
2. Provincial and local government land use regulations support and adapt to changes within the farm-based economy	Complete two co-operative planning processes in northern and eastern B.C. by 2009/10	1 Underway
	100 per cent of new Official Community Plans and regional growth strategies reviewed preserve agricultural land and encourage and enable farming	89%

Goals, Objectives, Strategies and Performance Results

Goal 1: Preservation of agricultural land

Agricultural land comprises less than 5 per cent of the total land area of British Columbia. There is ongoing pressure to convert this limited agricultural land to non-agricultural uses. The Commission protects agricultural land in B.C. through the Agricultural Land Reserve or ALR, a provincial land use zone in favour of agriculture. The ALR provides a land base that supports, and creates opportunities for a local food supply, food and agri-product exports and other non-food agricultural products. The protected land base also provides for agricultural expansion and other compatible economic activities.

Objective 1: The boundaries of the ALR reflect agricultural suitability, the needs of the agricultural industry and long term community needs and food requirements

The ALR is primarily intended to preserve B.C.'s limited agricultural land base for food production and to provide land use certainty to encourage agricultural business.

The ALR should be based on agricultural land capability and suitability for the production of a diverse range of agricultural products.

Objective 2: Decision-making practices based on adequate information and that are appropriate to regional circumstances

The nature of the agricultural resource, the agricultural economy and community development pressures vary considerably from region to region.

The regional panel system and the ability to establish larger panels involving members from more than one region enables regional through to broad provincial perspectives to be considered in decision-making.

Objective 3: A high degree of compliance with Commission decisions and the *Agricultural Land Commission Act*

An application focused workload and limited resources mean that the Commission faces ongoing challenges in moving forward with its efforts to enforce land use regulations and decisions of the Commission.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Complete two co-operative planning processes with targeted local governments in northern and eastern B.C. by 2009/10	N/A	N/A	2	1 underway
100 per cent of community need proposals supported by adequate information	N/A	N/A	100%	60%
Appoint six officials from other ministries and local governments to assist with compliance and enforcement	N/A	N/A	6	Not Achieved

Discussion of Results

The Commission has embarked on one co-operative planning process in the East Kootenay region which is the first of its kind and will hopefully form the template for future work. This process will provide for the development of methodology that will assist the Commission in its efforts to more accurately locate the Agricultural Land Reserve boundary, identify areas for addition to or deletion from the ALR on the basis of agricultural capability and suitability, reduce application pressures on the ALR and to generate information that will assist in developing potential actions and policies to support agriculture and decision-making in the region.

The Commission strives to ensure that applications received from local governments based on a perceived community need contain adequate supportive information to back up the request. In 2007/08, 15 applications were submitted for a stated community need. Of those received, the Commission determined that 60 per cent contained sufficient information in order to make an informed decision. The other 40 per cent contained insufficient information and the Commission requested additional information in order to make a decision.

Commission Response

In mid 2007/08, three positions were dedicated to compliance and enforcement to develop and implement a compliance and enforcement program for the Commission. This is the first time in the history of the Commission that a focused program for compliance and enforcement has been undertaken. However, in acknowledging that there are three staff to ensure compliance and enforcement on 4.7 million hectares across the province, the Commission has been exploring opportunities for collaboration and partnerships with government agencies and local governments to assist with the program. Regional discussions have occurred with some local governments and there is an intention to discuss opportunities for cooperation within the Provincial government, however, legislative change is required to appoint local government officials to assist and this change has not taken place therefore the target was not achieved.

Goal 2: Encourage and enable farming

The land use framework for agriculture includes the *Agricultural Land Commission Act*, local government land use plans and by-laws and the legislation, plans and policies of ministries and agencies that affect agricultural land use. The Commission shares the responsibility for encouraging farm use of agricultural lands with its key partners including the Ministry of Agriculture and Lands and local governments.

Objective 1: Agricultural goals and objectives are "built in" to existing land use planning systems and practice

The Commission participates in local planning exercises including official community plans and by-laws and regional growth strategies to ensure that growth management policies minimize the long term impact on the ALR and encourage farming.

Objective 2: Provincial and local government land use regulations support, and adapt to changes within the farm-based economy

The Commission, in partnership with MAL, reviews the plans and by-laws of local governments and participates in the development of provincial regulatory and policy processes to ensure that farm business are supported.

Strategies

Key strategies related to the goals and objectives:

i. Identify opportunities to engage local governments, particularly within the northern and eastern portions of the province, in planning processes that incorporate specific strategies for preserving agricultural land, for ensuring the continued ability of the land to supply food, for bringing additional agricultural land into production, and for strengthening the regional and provincial agricultural economy. These processes may include targeted reviews of specific ALR areas.

A co-operative planning process in the East Kootenay is underway.

ii. Define the information required for the Commission to assess local government proposals to designate land within the ALR or to apply for the exclusion of land to meet a community need.

The Commission has not defined information requirements, recognizing that local government proposals are varied and unique and that each proposal will be supported by the information that the local government believes is relevant to its case.

iii. Adopt business practices that will reduce time spent on applications and inquiries and refocus the Commission on pro-active land use planning and strategic issues, such as creating a specific process for significant applications, implementation of an audit-based system of review for official community plans and the delegation of routine matters to staff.

Due to an increase in applications and the requirement for legislative change, this strategy was not fully achieved. However, a process for in-depth staff review of significant applications and consultations with proponents prior to the consideration of applications by the Commission was developed.

iv. Increase compliance and enforcement effectiveness by refining regulations and processes, allocating sufficient resources and arranging closer partnerships with local governments and other agencies including the appointment of officials from other ministries and local governments to assist with enforcement and compliance.

Preliminary discussions have occurred within government for a co-operative arrangement and these discussions are ongoing. Legislative change is required to appoint local government officials to assist and this change has not taken place.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actuai
100 per cent of new Official Community Plans and regional growth strategies reviewed preserve agricultural land and encourage and enable farming	N/A	83%	100%	89%
20 per cent reduction in the number of applications and routine Official Community Plans reviewed by panels through delegation to staff and changes to business practices	N/A	N/A	20% reduction	NOT ACHIEVED
Complete two co-operative planning processes with targeted local governments in northern and eastern B.C. by 2009/10	N/A	N/A	2	1 underway

Discussion of Results

In 2007/08, local governments referred 28 Official Community Plans (OCPs), amendments, zoning bylaws and regional growth strategies for review by the Commission. The Commission determined that 89 per cent of those plans were consistent with the intent of the *Agricultural Land Commission Act* and guidelines. This data provides an indication that most plans preserve agricultural land and encourage farming. Of the 11 per cent that were deemed inconsistent, changes would be required to achieve consistency. The Commission will be monitoring when the requested changes are made to the planning documents.

The Commission has embarked on a pilot ALR review process in partnership with the Regional District of East Kootenay and municipal governments in the Elk Valley. The co-operative review will increase confidence in the ALR boundaries within the Elk Valley and provide certainty for the Commission, local governments and agricultural producers. It is anticipated that the ALR review will provide a basis for agricultural and land use planning work in the Elk Valley as well as a template for future ALR reviews in other areas of the province.

Commission Response

The target of a 20 per cent reduction in the number of applications and routine OCPs reviewed by Commission panels was not achieved due to an increase in applications received for the fifth year in a row and the fact that delegating decisions to staff requires legislative change which was not pursued.

Report on Resources

Resource Summary Table

	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Agricultural Land Commission	2,402	0,000	2,402	2,402	0
Total	**2,402**	**0,000**	**2,402**	2,402	**0**
Full-time Equivalents (FTEs)					
Agricultural Land Commission	23	0,000	23	21	2
Total	**23**	**0,000**	**23**	**21**	**2**
Capital Expenditures (Consolidated Revenue Fund) ($000)					
Agricultural Land Commission	5	0,000	5	0	5
Total	**5**	**0,000**	**5**	**0**	**5**

[1] "Estimated" amounts correspond to the *Estimates* as presented to the Legislative Assembly in February 2007.

Appendix A: ALR Net Change

The net change in the ALR indicates whether a stable ALR land base is being maintained. The size of the ALR remained relatively constant in 2007/08; the net change resulted in a net decrease of 632 hectares in the total provincial ALR. The number of applications, types of applications and quality of the land under application are beyond the Commission's control. The provincial ALR as of March 31, 2008 was 4,759,682 hectares.

Table 1: Inclusions and Exclusions by Region/Net Change

Panel Region	Included	Excluded	Net Change
South Coast	6	73	-67
Okanagan	4	287	-283
Island	104	23	+81
North	59	543	-484
Interior	366	34	+332
Kootenay	49	260	-211
Total	**588**	**1,220**	**-632**

Appendix B: ALC Contact Information

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Burnaby BC
V5G 4K6

Phone: 604 660-7000
Fax: 604 660-7033
E-mail: ALCBurnaby@Victoria1.gov.bc.ca
Website: www.alc.gov.bc.ca

Ministry of
Attorney General
and Minister Responsible
for Multiculturalism

2007/08
Annual Service Plan Report

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For more information on how to contact the British Columbia
Ministry of Attorney General,
see Ministry Contact Information on Page 37 or contact:

Ministry of Attorney General
PO BOX 9206
STN PROV GOVT
VICTORIA BC
V8W 9N3

or visit our website at
www.gov.bc.ca/ag/

Published by the Ministry of Attorney General

Message from the Minister and Accountability Statement

I am very pleased to present the Ministry of Attorney General *2007/08 Annual Service Plan Report*. This report highlights our recent achievements, as well as the Ministry's activities and performance during the fiscal year that ended March 31, 2008. Much of the Ministry's work focused on the justice system transformation, to provide earlier solutions and faster justice; as well as the launch of WelcomeBC to support early newcomer settlement and welcoming communities.

Justice transformation highlights this year include progress on the community court and prolific offender pilot projects. Both projects involve the co-ordination of agencies and services to make the justice system more integrated and responsive. The Ministry's awarding winning Court Services Online project continues to increase justice system accessibility and efficiency. By significantly reducing the amount of paper used in the court system, this project is also shrinking the Ministry's carbon footprint.

In the area of multiculturalism and immigration our main focus has been the launch of WelcomeBC. WelcomeBC brings together, under one umbrella, British Columbia's immigrant settlement and multiculturalism programs and services to support integration of newcomers and welcoming and inclusive communities. The Ministry made significant progress in implementing a range of initiatives under WelcomeBC in 2007/08.

I would like to take this opportunity to thank each individual in the Ministry for the ongoing commitment and dedication that makes it possible for the Ministry to achieve its important justice system and multiculturalism goals and ultimately, Government's vision for a prosperous and just province.

The Ministry of Attorney General *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2006/07–2008/09 Service Plan*. I am accountable for those results as reported.

Honourable Wally Oppal
Attorney General and Minister Responsible for Multiculturalism

June 20, 2008

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Highlights of the Year

The Ministry of Attorney General accomplished many significant achievements in 2007/2008, some of which are highlighted below.

Innovation and Access to Justice

Premier's Award Presentation

- ***Court Services Online*** — In March 2008, Court Services Online won the Premier's Award province-wide Innovation category for its innovative, province-wide electronic court registry. Court Services Online provides electronic court services to the public via the Internet, 24 hours a day, seven days a week. It is the first comprehensive system of its kind in Canada, and a leading justice technology innovation in North America.
- ***Small Claims Court Pilot*** — In November 2007, the Ministry of Attorney General and the Provincial Court of British Columbia launched the small claims court pilot project at Robson Square in Vancouver and in Richmond. A 'night court' is included at Robson Square. The purpose of the project is to test new processes that will help users of the provincial court to find earlier solutions in their civil cases. The 'night court' sittings are held one evening every two weeks, to allow more access for people who cannot attend during regular business hours.
- ***Violation Ticket Centre*** — The centralized processing centre for all provincial violation ticket disputes was launched in May 2007. The Centre has a toll-free call number: 1 877 661-8026 for public inquiries regarding disputes and provides consistent and accurate information in nine languages, including Punjabi, Farsi and Vietnamese. Most violation tickets issued by enforcement officers are for *Motor Vehicle Act* offences. Violation tickets are also issued for offences under many other statutes such as the *Commercial Transport Act*, *Fisheries Act*, *Forest Act*, *Liquor Control* and *Licensing Act*, *Litter Act*, *Park Act*, and *Wildlife Act*.
- ***Videoconferencing*** — Court Services continues to expand the use of videoconferencing, particularly for remand, bail and sentencing hearings. In 2007/08, the number of videoconference hearings increased by 22 per cent over the previous year. The use of videoconferencing also reduces the Ministry's carbon footprint: 4,966,591 prisoner escort kilometres were offset by the use of videoconference technology.

- ***Prolific Offender Management*** — In February 2007, the prolific offender management project was set up in five pilot communities — Kamloops, Nanaimo, Prince George, Surrey, Victoria (Capital Regional District) and Williams Lake — to test an integrated approach to reducing crime by more intensively managing the small number of offenders who commit a large proportion of crime.
- ***Community Court*** — Construction of Vancouver's Downtown Community Court began in 2007. The Court aims to integrate community social services and health resources with the justice system to address crime in Vancouver's downtown core, in a timely and meaningful way. The court will open in 2008.
- ***Child Protection Mediation Project*** — The Child Protection Mediation Program continued to grow at an exponential rate in 2007–2008 with almost 1,000 cases mediated, high settlement rates (in over 70 per cent of completed mediations all issues were resolved), and very high satisfaction rates by participants.
- ***Children in Mediation Project*** — The British Columbia Children in Mediation Project was launched in June 2007, initially in 11 locations and expanded province-wide in March 2008. The goal of this project is to facilitate and enhance parent decision-making by including children in the family mediation process.
- ***Family Maintenance Enforcement Program*** — Once again, the Family Maintenance Enforcement Program was responsible for ensuring many families received the financial support they were due ($165 million in support payments were collected).
- ***Nanaimo Family Justice Services Centre*** — The Nanaimo Family Justice Services Centre opened April 2, 2007, as a "front door" to the justice system. This pilot project operates jointly with the Legal Services Society and offers a range of services to families undergoing separation and divorce, including information, education, assessment, referral, legal services, dispute resolution and self-help services. In the first eight months of operation, more than 2,400 client visits were served by the centre.

Opening of Nanaimo Family Justice Centre

Legislation Enhancing Democratic and Human Rights and Supporting Vulnerable Adults

- ***Electoral Reform Referendum 2009 Act*** — The Attorney General introduced legislation to allow a second referendum on an alternative electoral system. The referendum will be held in conjunction with the next scheduled provincial general election on May 12, 2009. The bill was given Royal Ascent on March 31, 2007.

- ***Ending Mandatory Retirement*** — As of January 1, 2008, British Columbia's *Human Rights Code* protects all people 19 and over from discrimination because of their age. Among other things, this means that employees cannot be forced to retire because of their age. This change allows workers to remain in the workforce, while enabling employers to retain those with significant skill sets and experience.
- ***Adult Guardianship and Planning Statutes Amendment Act, 2007*** — This legislation received Royal Assent on November 22, 2007. When brought into force, it will clarify and modernize the laws governing how decisions are made for adults who are incapable of making decisions on their own. This will help ensure that British Columbians have the best tools possible for making effective incapacity plans in the areas of health and personal care, and financial and legal matters. Our guardianship laws will respect both individual autonomy and independence, and will protect adults who become incapable without established plans, or whose plans fail for some reason.

Legal Highlights

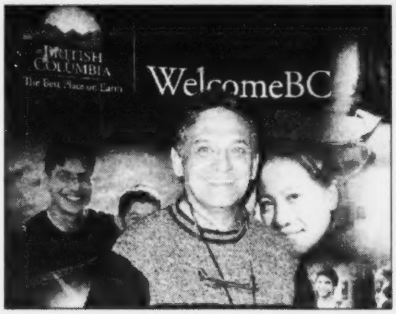
- ***Pickton*** — The Pickton trial began in January 2007 and ended December 9, 2007 when the jury found Robert W. Pickton guilty of six counts of second degree murder. He was sentenced on December 11, 2007 to the mandatory minimum of life imprisonment and will not be eligible for consideration of parole for 25 years. The case is now in the appeal phase.
- ***B.C. v. Imperial Tobacco Canada Ltd et al. — Health Care Cost Recovery —*** British Columbia has commenced a health care cost recovery action pursuant to the *Tobacco Damages and Health Care Costs Recovery Act.* The Act confers on the government the right to sue tobacco manufacturers for the recovery of tobacco-related health care costs resulting from the manufacturers' breach of duty. The Province alleges that the tobacco industry knew the risks of smoking since the 1950's and that the industry knew that tobacco was addictive since the 1960's and concealed these facts from British Columbian consumers resulting in increased use of tobacco products. The Province seeks to recover health care costs resulting from this use from the tobacco industry.
- ***Work with First Nations*** — Consultation with First Nations remains significant for Government. Ministry lawyers have been working to assist client ministries in implementing meaningful consultation and accommodation measures that will meet the needs of First Nations, the public, and Government. The Ministry also supports negotiations of modern day treaties. The Ministry works closely with First Nations through its Multiculturalism and Anti-Racism Program.

Federal/Provincial Highlights

- ***Changes to Criminal Law*** — Led the development of a report and recommendations on methamphetamine production, trafficking and use, which has resulted in the introduction of changes to criminal law to address these issues.

- ***Addressing Cybercrime*** — Led the development of a report and recommendations on cybercrime that has resulted in changes to the *Criminal Code of Canada*, including offences relevant to online child sexual exploitation, including Internet luring.

Effectively Supporting Newcomers



- ***WelcomeBC launch*** — In June 2007, the Government of British Columbia announced WelcomeBC, a strategic framework that brings British Columbia's programs and services that support settlement and integration of immigrants and initiatives for welcoming communities under one umbrella.
- ***Settlement workers in schools*** — In October 2007, the ministries of Attorney General and Education announced the settlement workers in schools initiative to provide orientation information and support to newly arrived families and connect them to services and resources in the school and community. This initiative is operating in 10 school districts in the Lower Mainland, Abbotsford and Greater Victoria and will be expanded to an additional 11 school districts in September 2008.
- ***ESL for Adults*** — Over the past year, English Language Services for Adults have been increased, including expansion of free adult English language classes to a higher level, expansion of tutor-supported adult English language learning to many more communities throughout the province, and increased offerings of adult English language programming intended to better equip the learners for the labour market.
- ***Outreach services for newcomers*** — Under WelcomeBC, Government has awarded $1.6 million over two years to a consortium of service agencies for a new pilot program for immigrants who need ongoing assistance to adapt to living in British Columbia. Five mobile, interdisciplinary teams of two staff each will provide services for immigrant families in their own homes. The teams will serve as a resource for information on child care, health, Canadian customs, language-training classes and pre-employment training services.

Purpose of Ministry

Our Key Priorities

Justice Transformation — Early Solutions and Faster Justice

WelcomeBC — Early Newcomer Settlement and Welcoming Communities

The Attorney General is the law officer of the Crown and has a legal duty to see that the administration of public affairs is in accordance with the law. As the Minister Responsible for Multiculturalism, the Attorney General leads cross government programs and services to attract, settle and integrate newcomers.

The Ministry provides both prosecution services in criminal matters and legal services to Government in civil matters. Prosecutions in criminal matters are conducted by Crown counsel who, following a police investigation, independently consider whether there is substantial likelihood of conviction based on the available evidence, and, if so, whether the public interest requires a prosecution. Legal services in civil matters are provided by Ministry lawyers to Cabinet, ministries and certain public agencies. The Attorney General does not provide legal advice to the general public.

What we do:

- *Give legal advice to Government.*
- *Represent Government before courts and tribunals.*
- *Prosecute criminal matters.*
- *Fund Legal Aid and Family Maintenance Enforcement.*
- *Provide family justice counselling.*
- *Provide services for the operation of the courts.*
- *Draft legislation.*
- *Fund the Human Rights system.*
- *Administer WelcomeBC.*

What we don't do:

- *Give legal advice to or represent individuals or groups outside Government.*
- *Pay directly for individuals or groups to have legal representation.*
- *Interfere with decisions of judges, Crown counsel, or administrative tribunals.*

We provide and fund justice services that enable disputes to be settled out of court. In consultation with the Legal Services Society, we manage the provincial funding of legal aid. The Family Maintenance Enforcement Program assists in the collection of child and spousal maintenance from spouses who have not honoured their support payment obligations.

The Ministry leads criminal, civil, family and administrative justice transformation to promote early solutions to problems and faster justice. Our responsibilities also include the Province's human rights system and policy support for Government's democratic reform priorities. The Ministry also provides court services, such as facilities, registry services, and security, to British Columbia courts: the British Columbia Court of Appeal (in four locations), the British Columbia Supreme Court (in 26 locations) and the Provincial Court of British Columbia (in 87 locations). Ninety-eight per cent of British Columbians live within one hour of travel time to a court.

Through WelcomeBC the Ministry designs and delivers programs and services, including English language training and settlement services, through third party agencies. The Ministry also funds communities and organizations to promote multiculturalism and prevent racism.

Strategic Context

Rule of Law

The rule of law is a fundamental principle in a free and democratic society. It means that only laws properly made or created can affect or limit our freedom. No person is above the law and we are all protected by the law and its process.

The Ministry's operations and its ability to achieve its goals are influenced by significant external factors.

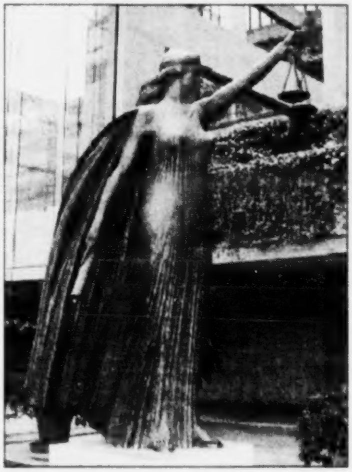
Justice System

Access to justice is one of the most fundamental values in a democratic society. It is also one of the most constant challenges of the justice system.

The Ministry is only one of many participants in the justice system and does not, and should not, have full control or authority. The *Criminal Code of Canada* is federal legislation administered by the Province. Criminal, civil and family justice system participants such as judges, the police, lawyers and Crown counsel must act and make decisions independently and free from interference. Yet all participants must work together to ensure a fair system that serves the public interest and is open to public scrutiny.

The nature of crime is becoming more complex. Gang violence, organized crime, and technology-based crimes such as child pornography, debit and credit card fraud, and identity theft, which are serious concerns, are more difficult to prosecute. The hardening of the criminal population (longer records, more serious crime and increased incidence of mentally disordered criminals) also adds to prosecution complexity.

In addition, longer delays, increasing costs and complexities in the criminal, civil and family justice systems are pressing problems. This has led the Ministry to pursue significant justice reforms over recent years and resulted in a new emphasis in 2007/2008 on justice transformation. Progress in justice transformation is reflected in the Ministry highlights discussed earlier.



Vancouver Law Courts

Legal Services

Government's demand for legal services is increasing. Complexity and volume of civil litigation affects government just as it does other parties to litigation. The demand for legal services to Government is impacted by important initiatives such as heath care, the New Relationship with First Nations, Climate Action and the 2010 Olympics.

Newcomers

Immigration trends have an impact on the scope and focus of the Ministry's work with newcomers. Following the national trend, the number of immigrants arriving in B.C. in 2007 was lower than the previous two years, but still the third highest in the last 10 years.

British Columbia welcomes approximately 40,000 newcomers each year. Newcomers, including business people, skilled workers, international students, refugees and family members, arrive here from 180 countries. The top source countries for British Columbia are China, India, and the Philippines. While many newcomers arrive ready, willing and able to put their skills to use, others need extra assistance to adapt and thrive in their new surroundings.

Climate Change

As a large Ministry that operates court houses and transports prisoners, Government's strong leadership in addressing climate change has significant implications for Ministry operations. The government passed the *Greenhouse Gas Reduction Targets Act* which will require that government operations be carbon neutral by 2010.

MAG
GREEN
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Changing Demographics

BRITISH COLUMBIA
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The Best Place on Earth
BRITISH COLUMBIA
The Best Place on Earth

Prince George Oath Ceremony

In less than ten years, the BC Public Service will lose up to 45 per cent of its management staff and up to 35 per cent of bargaining unit employees through retirement. In order to fulfill its mandate, the Ministry must compete with other employers for staff.

Report on Performance

Performance Plan Summary Table

Justice System Key Outcome Indicator For greater detail see pages 17 to 18	**2007/08 Target**	**2007/08 Actual**
Percentage of British Columbians who have a great deal or quite a lot of confidence in the justice system.	50.2% MAINTAIN OR IMPROVE	41.8% NOT ACHIEVED
Goal 1: A Ministry that is a leader in law reform and innovative justice processes For greater detail see pages 18 to 20		
1.1 Ministry as a centre for promoting law reform		
1.2 Innovation in civil, criminal and administrative justice		
1.3 Ministry is innovative in providing legal services		

Goal 2: An effective criminal justice system For greater detail see pages 20 to 23	**2007/08 Target**	**2007/08 Actual**
2.1 Fair impartial and just criminal prosecutions and appeals		
2.2 Criminal prosecutions and appeals processed with appropriate speed		
2.3 Safe and secure criminal justice programs and services		
2.4 Reliable criminal justice services		
2.5 Public understanding of the criminal justice system		
Percentage of British Columbians 15 years and older who perceive that the criminal courts do a good job of:	Improve from baseline of:	
Providing justice quickly	11%	12% ACHIEVED
Helping the victim	16%	12% NOT ACHIEVED
Determining whether or not the accused is guilty	22%	28% EXCEEDED
Ensuring a fair trial for the accused	43%	54% EXCEEDED
Average time to disposition for:		
Traffic cases	209 days	294 days NOT ACHIEVED
Adult and youth criminal cases	179 days	215 days NOT ACHIEVED

Goal 3: Effective civil and family justice systems For greater detail see pages 24 to 27	**2007/08 Target**	**2007/08 Actual**
3.1 Accessible and efficient civil and family court processes		
3.2 Accessible civil and family justice services as alternative to court		
3.3 Save and secure environment for resolving civil and family disputes		
3.4 Public understanding of the civil and family justice system		
Average rate of client satisfaction with child protection mediation on a 5-point scale where 5 is very satisfied	3	4.5 EXCEEDED
Average rate of client satisfaction with small claims mediation on a 5-point scale where 5 is very satisfied	>4	4.3 ACHIEVED
Small claims settlement rate	>52%	59 % ACHIEVED
Average time to disposition for:		
— small claims settlement conferences	161 days	198 days NOT ACHIEVED
— small claims actions	300 days	359 days NOT ACHIEVED
— child protection hearings	17 days	23 days NOT ACHIEVED
— family hearings	114 days	132 days SUBSTANTIALLY ACHIEVED
Proportion of provincial population residing within one hour of travel time to court	98%	98% ACHIEVED

Goal 4: Effective legal services enabling government to administer public affairs in accordance with the law For greater detail see page 28	**2007/08 Target**	**2007/08 Actual**
4.1 High-quality, cost effective legal services to government.		
4.2 Legal risks and issues managed proactively and strategically		
Percentage of clients satisfied with: timeliness, quality and consistency of services	89%	No survey carried out

Multicultural and Immigration

Goal: Effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives For greater detail see pages 29 to 31	**2007/08 Target**	**2007/08 Actual**
Improved settlement and socio-economic outcomes for immigrants		
Percentage of recent immigrants in language training who report greater ability to use English	78%	82% EXCEEDED
Number of communities that have participated in the Critical Incident Response Model program	30	30 ACHIEVED

Goals, Objectives, Strategies and Performance Results

There was a transition in service planning with Government's 2008/09 service plans: goals, objectives, strategies and performance measures were streamlined. This year's report is based on the Service Plan developed in 2007/08, and therefore does not reflect these changes. Some notable changes that will be seen in next year's report include the streamlining of goals to three high level Ministry goals, as well as a reduced number of performance measures.

Performance Results: Justice System

Performance Measure	2005/06 Baseline[1]	2006/07 Actual[2]	2007/08 Target	2007/08 Actual[3]
Percentage of British Columbians who have a great deal or quite a lot of confidence in the justice system	50.2%	46.5%	Maintain or improve baseline	41.8% NOT ACHIEVED

Data Source:

[1] Statistics Canada 2003 General Survey on Social Engagement (Cycle 17).

[2] BC Omnibus Survey conducted by BC Statistics from September 2006 through February 2007. This figure was previously 46.6 per cent in the 2007/08 Service Plan and has been adjusted to include the final survey results.

[3] BC Omnibus Survey conducted by BC Statistics from September 2007 through February 2008. The number of valid responses 1,935 and the margin of error ±2.20 per cent.

Discussion of Results

Public safety and an effective justice system are necessary for social stability and economic prosperity. Public confidence in the justice system is a key indicator of an effective justice system. However, the Ministry's performance is only one component of the many influences on public confidence.

The Statistics Canada 2003 GSS on Social Engagement measures confidence in public institutions and was used as the baseline for this measure. However the results are from the 2007/08 monthly BC Omnibus Survey conducted by BC Statistics, and have been rounded and averaged. Comparisons should be made cautiously as the surveys differed in sample size, and margin of error and were conducted four years apart. Since British Columbia data are now available the 2008/09 Service Plan uses the baseline from the BC Omnibus Survey.

Ministry Response

The result reinforces the importance of the Ministry's justice transformation strategies. This direction is reflected in the 2008/09 Service Plan.[1] The Ministry also continues to work with the Ministry of Public Safety and Solicitor General to collect data on the perceptions and experiences of British Columbians with various components of the justice system. This research will contribute to a greater understanding of levels of public confidence in the justice system.

Goal 1: A Ministry that is a leader in law reform and innovative justice processes

The law has a profound practical effect on the legal rights, duties and liabilities of individuals and organizations in our society. Law and justice processes must keep pace with contemporary society. The Ministry has a lead role in the debate and development of law that is just, principled, easy to understand and serves the public interest. The Ministry also leads development of innovative justice processes that are current, fair, simple and cost-effective.

Objective 1.1: Ministry as a centre for promoting law reform

Law reform is a Ministry priority. By engaging in strategies that promote and support law reform, the Ministry assumes a central role in modernizing laws and justice procedures within the province. For example, the Ministry is a key participant in, and provides resources to support, the B.C. Justice Review Task Force, which recommends reforms through various working groups.

Objective 1.2: Innovation in civil, criminal and administrative justice procedures

The Ministry is committed to continuous improvement of civil, criminal and administrative justice processes. The Ministry continually works with justice participants to develop new and improved procedures inside and outside the courtroom to increase the effectiveness of the justice system.

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[1] The Ministry of Attorney General 2008/09 – 2010/11 Service Plan is available at www.bcbudget.gov.bc.ca/2008/sp/ag/default.html#1

Objective 1.3: Ministry is innovative in providing legal services

Innovative legal services to Government, including the use of alternatives to litigation for resolving disputes, support the Ministry as a leader in reform. Government and the public benefit from increased efficiencies resulting from technological and administrative innovations in the delivery of legal services.

Strategies

The following strategies are used to achieve this goal:

1. Examine the current justice system and research new knowledge on:
   - how to make the justice system more responsive;
   - how to provide better access to justice;
   - how to improve court processes;
   - how to reform current laws and legislation;
   - how to apply technology to justice system; and
   - how to make the justice system more efficient.

Specific Justice Transformation Strategies for 2007/08 – 2009/10

2. Transform the criminal justice system by developing:
   - an *integrated criminal justice network* comprised of provincial, local and community boards that would identify criminal justice priorities at all levels and address them collaboratively;
   - a *community prosecution* approach that would involve members of the community, law enforcement and other government agencies in problem-solving efforts; and
   - a *community court pilot* that would involve community agencies and use a collaborative problem-solving approach to low-level offences and minor street crime.

The first two strategies have been replaced with new strategies which will be reported on in the 2008/09 Annual Report.

3. Transform the civil and family justice systems by:
   - restructuring the delivery of justice services and developing:
   - — *streamlined procedures* to simplify the procedural rules and forms that govern civil and family cases in the courts; and
   - — *point-of-entry legal education and information services* that would educate, orient and guide the public through the civil and family justice systems, and increase public legal knowledge and understanding; improving, simplifying and modernizing civil and family law and justice processes.

Performance Measures and Targets

The Ministry did not establish specific performance and outcome measures for this goal, since the strategies for this goal are intended to improve, modernize and reform law and justice processes. Therefore, the public confidence measure and the performance measures for goals two and three are key indicators of the success of goal one.

Goal 2: An effective criminal justice system

The criminal justice sector comprises several separate independent, yet interdependent, organizations. Components include Prosecution Services, Court Services, Legal Aid, Corrections, Police Services and the judiciary. The system must be responsive and reliable. It must operate in a principled manner that serves the public interest. As a key participant, the Ministry strives for process that ensures the administration of justice is fair, impartial and just.

An effective criminal justice system requires and builds public confidence. The system must safeguard the rights of the accused and, at the same time, deliver justice on behalf of victims, accused and communities. This requires that the system operates with appropriate speed, is secure and efficient, and is understood by the public.

Objective 2.1: Fair, impartial and just criminal prosecutions and appeals

This objective reflects the importance of fair process and balanced consideration of the interests of the victim, the accused, the witnesses, the families and the public. In determining whether cases should proceed to court, Crown counsel assess charges reported to them using two criteria: first, whether there is a substantial likelihood of conviction, and second, whether a prosecution would be in the public interest. Consistent and rigorous application of these standards contributes to the overall effectiveness of the criminal justice system. Careful charge assessments also remove a substantial percentage (17 per cent) of accused persons from the court process where appropriate. Two per cent out of these are directed to Alternative Measures. This ensures that court and Crown resources are used for the cases that warrant full prosecutions.

Objective 2.2: Criminal prosecutions and appeals processed with appropriate speed

Criminal matters must be processed within a reasonable period of time or charges against the accused may be dismissed. Timeliness enhances public confidence in the justice process, minimizes distress and disruption for victims and the accused and their families, and leads to efficient use of court and Crown resources. For example, in most cases, Crown counsel conduct pre-charge screening and provide full disclosure documents and an initial sentencing position to the accused or counsel prior to the first appearance.

Objective 2.3: Safe and secure criminal justice programs and services

The safety and security of all persons who attend or preside in court are critical to an effective criminal justice system serving the public interest. The Ministry provides an integrated threat assessment and risk management program that works in cooperation with law enforcement agencies; sets operational security policies for courthouse security screening and use of force; establishes courthouse security design standards; provides training for court security staff and promotes the use of technology and modern safety equipment.

Objective 2.4: Reliable criminal justice services

Participants in the criminal justice system must be able to rely on events happening on the dates that the system sets. An effective and efficient system will ensure that the public can be certain that processes will take place when they are scheduled.

Objective 2.5: Public understanding of the criminal justice system

Public confidence in the justice system is about perceptions of the system — which may or may not be based on factual information, knowledge of the system or experience in the system. Public understanding influences the level of citizen engagement in the system and therefore contributes to the effectiveness of the system.

Strategies

The following strategies are used to achieve this goal:

- Operate the criminal justice system fairly and efficiently and with appropriate speed.
- Integrate, where appropriate, the work of criminal justice system participants, including sharing information about all parts of the system, in order to improve system operation and decision making.
- Examine the performance of the criminal justice system internally and from the perspective of the public.
- Determine the feasibility of criminal justice reform and innovation suggestions and implement those reforms that are supported.
- Apply technology to streamlined and effective criminal justice processes.
- Inform the public about the criminal justice system.

Performance Results

Performance Measures	2005/06 Baseline[1]	2006/07 Actual[2]	2007/08 Target	2007/08 Actual[3]
Percentage of all British Columbians 15 years and older who perceive that the criminal courts do a good job of:				
Providing justice quickly	11%	13%	>11%	12% ACHIEVED
Helping the victim	16%	13%	>16%	12% NOT ACHIEVED
Determining whether or not the accused is guilty	22%	28%	>22%	28% EXCEEDED
Ensuring a fair trial for the accused	43%	52%	>43%	54% EXCEEDED

Data Source:

[1] Statistics Canada 2004 General Social Survey on Victimization (Cycle 18).

[2] BC Omnibus Survey conducted by BC Statistics from September 2006 through February 2007.

[3] BC Omnibus Survey conducted by BC Statistics from September 2007 through February 2008. The average margin of error was ±2.2 per cent.

Discussion of Results

Public perceptions of specific functions of the criminal courts are indicators of an effective criminal justice system and may contribute to understanding the sources of public confidence in the criminal justice system.

This measure reports the percentage of respondents who believe that the criminal courts are doing a good job in these specific functions. However, 54 per cent of respondents perceive the criminal courts are doing an average or good job providing justice quickly and 52 per cent helping the victim. Approximately 78 per cent of respondents perceive that the criminal courts are doing an average or good job determining whether the accused is guilty and 92 per cent perceive the criminal courts are doing an average or good job of ensuring a fair trial for the accused.

Ministry Response

The Ministry continues to survey public perceptions of the criminal court and helping the victim, these results are used to inform its day to day operations and the development and implementation of justice transformation strategies.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Average time to disposition for:				
Traffic cases	220 days	222 days	209 days	294 days NOT ACHIEVED
Adult and youth criminal cases	189 days	181 days	179 days	215 days NOT ACHIEVED

Data Source: Court Services CORIN database. Time to disposition for traffic cases is based on the date the notice of dispute was filed and the date the dispute was concluded. Time to disposition for adult and youth cases is based on the date of the first appearance in court and the concluded date. Adult and youth cases exclude those where the primary charge is an administrative one, such as breach of a court order or failure to appear.

Discussion of Results

These measures relate to the ability of the criminal system to operate with appropriate speed and efficiency to deliver justice. These measures will continue to inform the Ministry's planning and development of reforms.

The increase in the time to disposition for traffic cases was primarily due to a temporary reduction in the number of Judicial Justices of the Peace that hear traffic cases in the Provincial Court. Consequently, the number of sitting hours available for traffic cases to be heard was significantly reduced, causing longer delays for traffic cases to be scheduled for court.

There are a number of factors that may potentially be leading to the increased time to disposition for criminal and youth cases. These could include: reduced court capacity, additional appearances and adjournments and increased caseload.

Ministry Response

The Ministry is working with the Provincial Court to increase capacity for traffic court hearings. Additional Judicial Justices of the Peace have been added by the Provincial Court and case scheduling has been given priority. With enhanced adjudicator sitting strength, the hearing delays and time to disposition measures should be reduced.

Due to the independence of the Crown, judiciary, defence and other justice system participants, the Ministry is not able to directly control outcomes (including timeliness) in the justice processes. However, the Ministry will continue to investigate how factors such as court capacity, additional appearances and adjournments, and caseload contribute to the efficiency of justice processes.

Goal 3: Effective civil and family justice systems

The civil and family justice systems help private parties solve problems and resolve disputes. The civil justice system also includes administrative tribunals that provide alternatives to court to resolve disputes between private parties and between individuals and Government. Effective civil and family justice systems are accessible, understood by the public and promote public confidence. This requires a range of dispute resolution options where procedures and costs are proportionate to the nature of the issues involved.

The Ministry's role in the civil and family justice systems includes providing effective court services including a safe environment; supporting access to justice; facilitating the development and use of problem-solving and dispute resolution options through processes that are most appropriate to the circumstances; and maximizing the performance of all components of the system.

Objective 3.1: Accessible and efficient civil and family court processes

Timely, accessible and efficient civil and family court processes are necessary for the court to be an effective option for parties in dispute. Public confidence is eroded if the process becomes too costly, cumbersome or bureaucratic.

Objective 3.2: Accessible civil and family justice services as alternatives to court

Effective civil and family justice systems must offer a range of alternatives to the traditional court system to support parties in resolving their disputes. Services must be accessible and affordable to parties who require them.

Objective 3.3: Safe and secure environment for resolving civil and family disputes

The safety and security of individuals and families using the justice system are paramount to ensure willingness to utilize the full range of dispute resolution mechanisms. Voluntary participation in available options supports an effective system.

Objective 3.4: Public understanding of the civil and family justice systems

Knowledge of the civil and family justice systems can lead to greater utilization and access to the system. It also relates to public confidence in the system. Public understanding influences the level of citizen engagement in the justice system and therefore contributes to its overall effectiveness.

Strategies

1. Operate the civil and family justice systems fairly and efficiently.
2. Improve access to civil and family justice by:
   - simplifying and streamlining justice processes;
   - using and fostering a problem-solving approach to matters that engage the civil and family justice systems; and
   - providing to the public effective sources of information about law, legal processes and justice services.
3. Examine the performance of the civil and family justice systems internally and from the perspective of the public.
4. Determine the feasibility of suggested civil and family justice reforms and innovation and implement those reforms that are supported.
5. Apply technology to streamlined and effective civil and family justice processes.

Performance Results

Performance Measure	2005/06 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Small claims settlement rate	52%	58%	>52%	59% ACHIEVED

Data Source: Data area collected by the Court Mediation Program.

Discussion of Results

This measure tracks the proportion of disputes that reach settlement following a referral to the Court Mediation Program. Settled cases are defined as those that are resolved at mediation, including some disputes that are settled after referral, but before the mediation actually begins.

The performance results demonstrate that mediation continues to be an effective method of solving disputes. As a consequence the Ministry is building on the success in Provincial Court to make mediation increasingly accessible to British Columbians. In collaboration with the Office of the Chief Judge of the Provincial Court, the Ministry will be examining opportunities for expanding the scope of the Small Claims Pilot to other registries and for increasing the jurisdiction of the small claims court. Expanded availability of mediation services in the areas of family law and child protection are a particular priority for the Ministry of Attorney General.

Performance Results

Performance Measures	2005/06 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Average rate of client satisfaction with child protection mediation on a 5-point scale where 5 is very satisfied	3	4.5	3	4.5 EXCEEDED
Average rate of client satisfaction with small claims mediation on a 5-point scale where 5 is very satisfied	4	4.3	>4	4.3 ACHIEVED

Data Source: Data is collected by the Court Mediation and Child Protection Mediation Programs.

Discussion of Results

The context for these user satisfaction rates is a 70 per cent settlement rate for completed mediations, and a 94 per cent settlement of one or more issues in all mediations. Approximately 900 child protection mediations were held in 2007 – 2008.

Performance Results

Goal 3 Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Average time to disposition for:				
• small claims settlement conferences	170 days	179 days	161 days	198 days NOT ACHIEVED
• small claims actions	316 days	338 days	300 days	359 days NOT ACHIEVED
• child protection hearings	18 days	17 days	17 days	23 days NOT ACHIEVED
• family hearings	120 days	135 days	114 days	132 days NOT ACHIEVED

Data Source: Courts Electronic Information Systems

Small claims settlement conferences measures the average time between case initiation and the first settlement conference appearance of the case where a result is recorded.

Small claims actions averages the time between case initiation and the first trial appearance of the case where a result is recorded.

Child protection hearings averages the time between the date the initiating document is filed and the appearance date when the first order was made.

Family hearings averages the time between the date the initiating document was filed and the appearance date when the first order was made.

Discussion of Results

This measures the ability of the civil and family justice systems to provide timely and efficient court processes for parties in dispute. The judicial process is complex and completion times are influenced by many different factors over which the Ministry has no control.

The results are averages that do not reflect case anomalies. In addition, due process is a critical element to all justice matters. Many delays result from legitimate processes, including case preparation (involving exchange of evidence and statements) to pre-trial settlement activities.

The target for average time to disposition for child protection hearings was not achieved; however the legislated timeframe under the *Child, Family and Community Service Act* is 45 days. Even though the target was not achieved the outcome is still well within the legislative requirement.

Ministry Response

The justice system continues to examine ways to create process efficiencies. A number of justice reform projects have been initiated in the civil and family areas of court, including small claims court. These initiatives are intended to streamline processes and create efficiencies and achieve, where possible, more expeditious disposition and timeliness in court processes.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Proportion of provincial population residing within one hour of travel time to court	98%	98%	98%	98% Achieved

Data Source: Information sources used to develop this measure include: B.C. Statistics, Policing and Community Safety Branch of the Ministry of Public Safety and Solicitor General and MapQuest website services.

The accessibility measure was derived from 2001 population figures based on the provincial policing jurisdictions. It includes municipal, rural and First Nations reserve populations.

Goal 4: Effective legal services enabling government to administer public affairs in accordance with the law

This goal supports the Attorney General's unique role in Government to see that public affairs are administered in accordance with the law. High-quality legal advice and representation help ensure that government services are delivered effectively.

Objective 4.1: High-quality, cost-effective legal services to government

This objective supports the administration of public affairs in accordance with the law and ensures that Government is effectively represented before tribunals and the courts. The Ministry's Legal Services Branch has made significant progress in reconciling and balancing costs with government requirements for legal advice.

Objective 4.2: Legal risks and issues managed proactively and strategically

This objective reflects the importance of anticipating, reducing and managing legal risk as part of the stewardship and sound management of public resources.

Strategies

The following strategies are used to achieve this goal:

1. Attract, retain and support high-quality lawyers within the public service.
2. Evaluate the cost of the legal services against the benchmark of comparable private sector lawyers.
3. Where appropriate, develop innovative approaches to providing legal services through alternate dispute resolution, technology and best practices.
4. Evaluate and implement appropriate processes to manage government legal issues and risks effectively and in the public interest.

Performance Results

Performance Measure	2003/04 Actual	2007/08 Target	2007/08 Actual
Percentage of clients satisfied with: timeliness, quality and consistency of services	85%	89%	No survey carried out

Discussion of Results

This performance measure is under evaluation. The Ministry intends to establish a more comprehensive set of legal services performance measures.

Goal: Effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives

Immigration continues to play an important role in the Province's social and economic development, and it has created a dynamic, open and diverse society that has enriched the social and cultural fabric of British Columbia. Through leadership, partnerships, strategic influences, and program development and delivery, the Ministry co-ordinates activities to meet the Province's interests in multiculturalism, anti-racism, settlement and immigration.

Multiculturalism and Immigration programs include:

- BC Settlement and Adaptation funds third parties to provide basic adult English language instruction and other settlement service supports to new immigrants;
- BC Anti-Racism and Multiculturalism funds third-party initiatives designed to increase understanding of multiculturalism, and prevent and eliminate racism;
- Critical Incident Response Model, a three-year, three-step process assists B.C. communities in developing local responses to racism and hate activity;
- support for the work of the Multicultural Advisory Council, which is composed of people appointed to advise the Minister Responsible for Multiculturalism on issues related to multiculturalism and anti-racism; and
- management of the implementation of the Agreement for Canada - British Columbia Cooperation on Immigration and direct negotiation of issues related to the Agreement and other Memoranda of Understanding related to immigration matters.

Dialogue on Multiculturalism – Terrace

Objective: Improved settlement and socio-economic outcomes for immigrants

Enabling and expediting the settlement of immigrants directly benefits immigrants and their local communities. The Ministry will build community capacity to support new immigrants and refugees through language training, settlement and adaptation services.

Strategies

The following strategies are used to achieve this goal:

1. Promote the social and economic advantages of cultural diversity.
2. Accelerate the adaptation of immigrants to the social, cultural and political life of their communities.
3. Enhance and expand leadership on immigration and multiculturalism policy and on settlement services for British Columbia.
4. Work with Citizenship and Immigration Canada and the Ministries of Education and Advanced Education to ensure expeditious processing of study permits, immigration policies that have an impact on the Province, and any federal/provincial pilot projects specific to international students.

Performance Results: Multiculturalism

Multiculturalism and Immigration Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of recent immigrants in language training who report greater ability to use English	76%	Survey not completed	78%	82% ACHIEVED

Data Source: An extensive survey of recent English Language Services for Adults (ELSA) learners is conducted biennially to report on this measure.

Discussion of Results

The ability of immigrants to use English in their daily lives is the outcome being measured. Developing English language ability assists immigrants to access amenities and services in their community, to make the best use of education and employment opportunities; and to settle, adapt and integrate into British Columbia society. Recent English Language Services for Adult (ELSA) learners were asked if they had a greater ability to perform a variety of tasks as a result of their ELSA classes, and 82 per cent of the respondents said that they had that greater ability, which exceeded by four per cent the target set

ELSA Class

for this measure. The first official survey of former ELSA learners was conducted in 2005/06. Seventy-six per cent of those surveyed at that time reported a greater ability to use English. This result provided the baseline for this measure. Achieving the target depends on a number of factors, including the needs and abilities of individual learners. The Ministry works with service providers to monitor, evaluate, modify and enhance services in order to improve results for learners.

Performance Results:

Multiculturalism and Immigration Performance Measures	**2005/06 Actual**	**2006/07 Actual**	**2007/08 Target**	**2007/08 Actual**
Number of communities that have participated in the Critical Incident Response Model program	22	26	30	30 ACHIEVED

Data Source: Multicultural and Immigration Branch database.

Discussion of Results

Communities that have engaged in the Critical Incident Response Model program (CIRM) demonstrate that communities in the province are committed to the elimination of racism and the promotion of multiculturalism. This measure also demonstrates the reach and impact of this anti-racism and multiculturalism program. CIRM was first introduced eight years ago and each year efforts are made to engage four new communities in model development. Adding four new communities to the 26 already engaged was the target set for this measure, and the target was achieved.

Report on Resources

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance[3]
Operating Expenses ($000)					
Justice Transformation	5,253		5,253	4,322	(931)
Justice Services	96,717	2,779	99,496	99,435	(61)
Prosecution Services	94,360	6,682	101,042	101,392	350
Court Services	133,719	601	134,320	134,494	174
Legal Services	15,855	1,868	17,723	17,806	83
Multiculturalism and Immigration	9,206		9,206	9,155	(51)
Executive and Support Services	64,377	7,968	72,345	72,781	436
Judiciary	62,334		62,334	61,089	(1,245)
Crown Proceeding Act	27,500		27,500	—	(27,500)
B.C. Utilities Commission	1		1	—	(1)
Special Account (Public Guardian and Trustee)	10,453	(119)	10,334	8,789	(1,545)
Statutory — *Public Inquiry Act*		1,559	1,559	1,559	—
Adjustment of Prior Year's Accrual				(1,861)	(1,861)
Total	**519,775**	**21,338**	**541,113**	**508,961**	**(32,152)**
Full-time Equivalents (FTEs)					
Total	**3,582**		**3,582**	**3,611**	**29**

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance[3]
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Justice Transformation	—	1,292	1,292	2,822	1,530
Justice Services	680		680	1,259	579
Prosecution Services	730		730	140	(590)
Court Services	4,588		4,588	4,347	(241)
Legal Services	298		298	155	(143)
Multiculturalism and Immigration	1,015		1,015	142	(873)
Executive and Support Services	815		815	1,300	485
Judiciary	831		831	661	(170)
Crown Proceeding Act	—		—	—	—
B.C. Utilities Commission	12		12	—	(12)
Special Account (Public Guardian and Trustee)	1,024		1,024	459	(565)
Total	**9,993**	**1,292**	**11,285**	**11,285**	—
Capital Plan ($000)					
Project Type	—		—	—	—
Total	—		—	—	—
Other Financing Transactions ($000)					
Executive and Support Services (Interest on Trusts and Deposits)					
Receipts	(1,390)	(214)	(1,604)	(1,604)	—
Disbursements	1,390	214	1,604	1,604	
Net Cash Source (Requirements)	—	—	—	—	—
Total Receipts	(1,390)	(214)	(1,604)	(1,604)	—
Total Disbursements	1,390	214	1,604	1,604	
Total Net Cash Source (Requirements)	—	—	—	—	—

[1] Estimated amounts correspond to the *Estimates* as presented to the Legislative Assembly on February 20, 2007.

[2] Other Authorizations include Statutory Appropriations and Contingencies. Statutory Appropriations, Negotiation Framework and Contingencies. Statutory Appropriations were provided under the *Public Inquiry Act*. Funding was provided under the Negotiation Framework and Contingencies for the Crown Counsel Association Agreement. Contingencies access was also provided for major trials/cases and related security, elimination of the Federal Investment Fund, leave pressures and First Nations proof of claim.

[3] Variance display is consistent with the Public Accounts. Variance is in all cases "Actual" minus "Total Estimated". If the Actual is greater, then the variance will be displayed as a positive number.

Operating Expenses — Variance Explanations

Justice Transformation — variance is primarily due to the delay in construction of the Vancouver Downtown Community Court.

Prosecution Services variance is primarily due to costs associated with prosecuting major crime files.

Court Services variance is primarily due to vehicle operating expenditures.

Executive and Support Services variance is primarily due to an unanticipated charge for long term disability from the Public Service Agency. This is partly offset by savings in facilities charges and salary and benefits savings from hiring delays.

Judiciary variance is primarily due to Provincial Court savings of salaries and benefits not paid due to extraordinary circumstances pertaining only to this fiscal year:

a) 13 Judicial Justices of the Peace retired end of preceding fiscal; only now is legislation pending to address constitutional and other legal barriers which delayed rebuilding the office; and

b) time required by Cabinet to appoint replacements for an unusual number (9) of retired judges, and to appoint one addition to complement.

In each case, the budget must at the least be maintained to meet ongoing judicial staffing needs, but also to address backlogs accumulated during this fiscal as a consequence of these extraordinary staffing vacancies.

Crown Proceeding Act variance is primarily due to court-ordered and settlement liabilities against the Crown in a number of large cases being less than the budgeted provision.

Public Guardian and Trustee variance is primarily due to greater than expected recoveries from revenues.

Full-time Equivalents (FTEs) — Variance Explanations

The increased FTE utilization is primarily due to staff required for major trials.

Capital Expenditures (Consolidated Revenue Fund) — By Asset Category

Capital expenditures of $11.285 million include $3.555 million for information systems, $4.442 million for tenant improvements, $1.828 million for vehicles, $0.887 million for specialized equipment and $0.573 million for office furniture and equipment.

Capital Expenditures (Consolidated Revenue Fund) — Variance Explanations

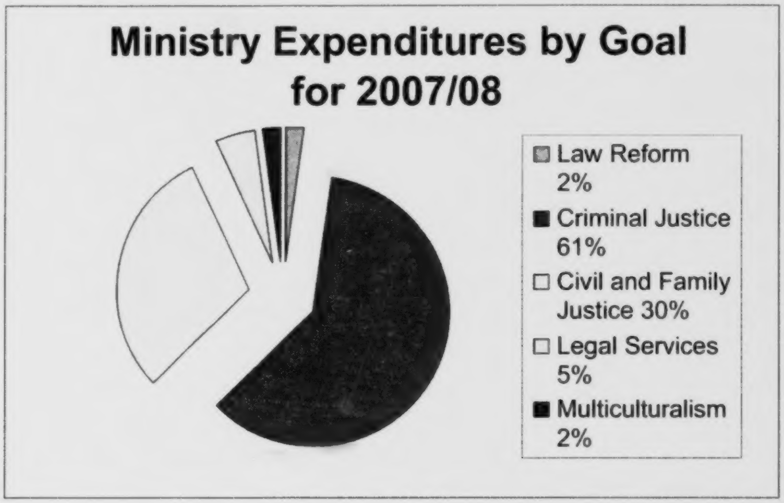
- Justice Transformation variance is primarily due to Vancouver Downtown Community Court project.
- Justice Services variance is primarily due to the development of two major system projects.
- Prosecution Services variance is primarily due to the delay of some tenant improvement projects and project costs paid by central agencies.
- Court Services variance is primarily due to the delay of some large tenant improvement projects.
- Legal Services variance is primarily due to the delay or cancellation of information systems projects.
- Multiculturalism and Immigration variance is primarily due to the delay or cancellation of information systems projects.
- Executive and Support Services variance is primarily due to tenant improvement and systems projects.
- Superior and Provincial Judiciary variance is primarily due to lower costs associated with system projects and vehicle purchases.
- Public Guardian and Trustee variance is primarily due to the delay in systems development projects and acquisitions for PC replacement falling below capital threshold.

Capital Plan — Variance Explanations

n/a

Other Financing Transactions — Variance Explanations

n/a


Ministry Expenditures by Goal for 2007/08
▨ Law Reform 2%
■ Criminal Justice 61%
☐ Civil and Family Justice 30%
☐ Legal Services 5%
■ Multiculturalism 2%

Annual Service Plan Report Appendices

Appendix A: Hyperlinks to Additional Information

Ministry of the Attorney General Legislation:
www.ag.gov.bc.ca/legislation/AG-legislation.htm

Crowns, Agencies, Boards and Commissions:
www.ag.gov.bc.ca/abc

Ministry Operational Volumes
www.ag.gov.bc.ca/public/ministry_operational_volumes.doc

Appendix B: Ministry Contact Information

For more information on the British Columbia Ministry of Attorney General and Minister Responsible for Multiculturalism visit our website at: www.gov.bc.ca/ag

Call or write the:
Ministry of Attorney General Communications Branch
PO Box 9206 Stn Prov Govt
Victoria BC V8W 9J1
250 387-4090

Call the following headquarters numbers:

Court Services Branch	250 356-1550
Deputy Attorney General	250 356-0149
Family Justice Information Line	1 888 216-2211
Multicultural and Immigration Branch	250 356-8481

For other contact information, please call Enquiry BC at:
387-6121 in Victoria or
Toll-Free at: 1 800 663-7867

Ministry of Children and Family Development

2007/08

Annual Service Plan Report

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For more information on how to contact the British Columbia
Ministry of Children and Family Development,
see Ministry Contact Information on Page 48 or contact:

Ministry of Children and Family and Development
PO BOX 9770
STN PROV GOVT
VICTORIA BC
V8W 9S5

or visit our website at
www.gov.bc.ca/mcf/

Published by the Ministry of Children and Family Development

Message from the Minister and Accountability Statement

I am pleased to present and report on Ministry progress and achievements for 2007/08.

The dedicated staff of the Ministry, working with our community-based service providers, continue to work towards achieving our vision of a province where children and youth are healthy and safe in their families and communities, and are supported to achieve their full potential.

Much of the Ministry of Children and Family Development's efforts over the past several years have been focused on building a stronger and more respectful relationship with Aboriginal and First Nations peoples — and most importantly, recreating a child welfare system that has too often been in conflict with Aboriginal families and communities.

This is an ongoing and groundbreaking process that is dependent upon forging stronger and more collaborative relationships between the Ministry and Aboriginal peoples. To that end, the Ministry entered into the first urban-based full delegation agreement with the Vancouver Aboriginal Child and Family Services Society for guardianship and child protection services. In addition, the Ministry has entered into an agreement with the Cowichan Tribes child and family services agency (Lalum'utul' Smun'eem) for adoption of Cowichan children, the second such agreement in all of Canada.

We will keep moving forward in collaboration with the First Nations Leadership Council, other Aboriginal leaders and community representatives to pursue our mutual aspirations for improved outcomes for Aboriginal children, youth and families.

As part of our ongoing efforts to ensure bright futures for all children, including those with special needs, we established a cross-ministry framework for children and youth with special needs. The intent of this framework is to ensure that services are easily accessible — that families get the right services at the right time. Collectively, the Ministries of Health, Education and Children and Family Development provide more than 90 programs and are investing more than $525 million annually for these programs and services. The framework provides a foundation to improve and better co-ordinate these services.

Through the fifth year of implementation of the Child and Youth Mental Health Plan for B.C., annual investment of more than $87 million is now in place to improve outcomes for children and youth coping with the challenges of mental illness. This plan is the first of its kind in Canada. Over the past five years, there has been a shift in how children's mental health is approached, with a greater emphasis on prevention, early intervention, and a strengthening of family and community support. The Plan has enabled almost twice as many children and youth to access mental health services.

The Ministry's newly released action plan, *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth* and the accompanying operational plan — both of which were developed during 2007/08 — chart a path forward that places a strong focus on early intervention and a child centered, strengths-based approach to support and protect vulnerable children and youth through a strong, integrated system.

I want to thank the dedicated staff of the Ministry of Children and Family Development as well as our community-based services providers. These men and women work tirelessly each day on behalf of children and youth, knowing that their efforts can create change that lasts a lifetime. A great deal of good work has been accomplished, much is underway, and there is more to do. I look forward to our continued journey together.

The Ministry of Children and Family Development 2007/08 Annual Service Plan Report compares the actual results to the expected results identified in the Ministry's *2007/08–2009/10 Service Plan*. I am accountable for those results.

Honourable Tom Christensen
Minister of Children and Family Development

June 20, 2008

Message from the Minister of State for Child Care and Accountability Statement

I am pleased to present and report on progress and achievements for 2007/08 child care activities. While government, in partnership with community groups and stakeholders, has made great strides in strengthening child care across the province, we also recognize there is still more work to be done. I am honoured to be the Minister of State for Child Care, a program area that is critical to the healthy development of young British Columbians.

We continue to build a child care system that reflects the unique needs of British Columbians — that provides a range of options for families, quality care for children and support for B.C.'s many child care providers. The total child care budget for 2007/08 was $288.3 million.

As part of our ongoing efforts to make child care more accessible and affordable for families, the Province commenced investment of $12.5 million with a goal to fund 2,000 new, licensed child care spaces by 2010 in family child care, independent and non-profit group care. With 2,200 new child care spaces funded, we have exceeded our target. The Province also provided incentives for child care providers to make use of neighbourhood hubs and under-utilized public spaces such as schools for the location of child care.

Child care providers are essential to a responsive and sustainable child care system, and the Province is doing its part to support recruitment and retention through a variety of initiatives including student bursaries and the new one-year early childhood educator certificates. The new one-year licence lets graduates fulfil their required 500 hours of experience while working as a fully qualified staff member. We have also initiated two new pilot programs — the Early Childhood Educator Loan Assistance Program and the Early Childhood Educator Incentive Grant Program — and I look forward to the results of these programs.

We have protected and maintained significant enhancements to programs that support some of B.C.'s most vulnerable children and families and those with low and moderate incomes. Child care subsidies support almost 50,000 individual children annually. Approximately 5,800 children with special needs are receiving Supported Child Development services so they can grow, learn and play alongside their peers.

In our shared responsibility with Community Living British Columbia and the Ministries of Health and Education, over 5,000 children and youth diagnosed with autism spectrum disorder received intervention services in 2007/08.

I am the Minister of State for Child Care and, under the *Balanced Budget and Ministerial Accountability Act*, I have been responsible for achieving the following results:

- Develop and implement an action plan to maximize the benefits of federal contributions for child care and prepare a strategy for transition to an appropriate level of provincial funding.
- Collaborate with the Ministers of Advanced Education, Health and Education to explore the potential of a pilot program for parents of children with Autism.

These results were achieved and implementation is ongoing.

Honourable Linda Reid
Minister of State for Child Care

June 20, 2008

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Highlights of the Year

The Ministry of Children and Family Development is pleased to report on its performance for the fiscal year 2007/08. In addition to reporting on specific indicators of performance, the Ministry would like to highlight the following achievements towards building better relationships and improved outcomes for children, youth and families throughout British Columbia.

Aboriginal Services

On December 12, 2007, the Vancouver Aboriginal Child and Family Services Society signed a five-year delegation agreement with the Ministry. The Society is the first urban-based and provincially funded Aboriginal agency in Canada to achieve full delegation for child protection services. This Society is a non-profit agency providing a range of services to over 300 Aboriginal children, youth and families in Vancouver and Richmond.

The Vancouver Aboriginal Child and Family Services Society and the Vancouver Coastal Region are ensuring an effective transition of guardianship and child protection services to the delegated Aboriginal agency. The Society's and Ministry's Joint Implementation Team were finalists in the Premier's Awards for Innovation and Excellence.

The Cowichan Tribes child and family service agency, Lalum'utul' Smun'eem, signed an Adoption Enabling Agreement in December 2007, which enables the Cowichan agency to assume responsibility for adoptions of Cowichan children. This historic agreement is the first in British Columbia, and the second of its type in Canada.

In January 2008, increased funding was provided to the Métis Commission for Children and Families, which will assist with the expansion and provision of support and advocacy services for Métis service providers throughout the province.

On January 24, 2008, Premier Gordon Campbell announced that the B.C. Government supports Jordan's Principle. Under Jordan's Principle, when a dispute arises between two government parties regarding payment for services for a Status Indian child, the service is provided without delay or disruption and is initially paid for by the government of first contact. In this way, the needs of the child are met immediately and ultimate responsibility for the payment is worked out at a later date. We will work in co-operation with First Nations across the province and the federal government to bring this principle into effect in B.C.

Two Regional Planning Committees became Interim Authorities in 2007/08 under the *Community Services Interim Authorities Act*. The Vancouver Island Aboriginal Transition Authority was created on June 8, 2007, and the Fraser Region Interim Aboriginal Authority was created on August 15, 2007.

Child Care and Early Childhood Development

The Ministry continued to support the development of neighbourhood hubs across the province. These hubs offer a range of co-located, integrated services including early childhood development, child care and family support programs, and make use of existing neighbourhood space that is accessible to families. As of March 31, 2008, 22 new hubs were operational and a total of 32 have been funded in communities throughout the province.

Through the Success By 6® and Children First initiatives, the Ministry has developed community-based partnerships aimed at ensuring all children get the tools and resources they need to be ready to enter school. Success By 6® has 20 initiatives reaching approximately 200 communities, 50 cross-sectoral tables and has funded more than 500 projects. The 45 Children First initiatives in over 30 communities across B.C. provide comprehensive, effective community supports for children aged 0-6 and their families by facilitating cross-sectoral partnerships and building capacity within communities. The coalitions work locally and collaboratively to develop a "village" that best supports the growth of young children.

Together with the Ministries of Education, Advanced Education and Aboriginal Relations and Reconciliation, the Ministry has supported the Urban Aboriginal Literacy Strategy, which aims to increase literacy among Aboriginal families. This strategy has initially focused on enhancing literacy programs and services at the 24 Friendship Centres.

In 2007/08, the Ministry launched two new initiatives for early childhood educators, the Incentive Grant Program and the Loan Assistance Program. These two initiatives are in addition to the bursary funding provided to help address the shortage of licensed early childhood educators working in licensed child care facilities. These programs encourage new students to enter the field as well as supporting those early childhood educators who have left the field and may be thinking of returning.

In 2007/08, the Ministry awarded $12.5 million for the creation of new child care spaces. Through this funding, over 2,200 new licensed child care spaces will be open by 2010. Through the Child Care Operating Fund, the Ministry is providing funding to assist with the operational expenses of over 87,000 licensed child care spaces — more than ever before.

Child, Youth and Family Services

The handbook, *Responding to Child Welfare Concerns: Your Role in Knowing When and What to Report* was made available to the general public and translated into five additional languages. The publication emphasizes and reinforces the duty to report suspected child abuse and neglect as part of a continuing effort to keep children and youth safe from harm.

In 2007/08, the Ministry implemented the Shaken Baby Syndrome prevention program involving training in and distribution of *The Period of PURPLE Crying* material. This is designed to educate caregivers about normal infant crying and its ability to frustrate parents, as well as inform caregivers about the dangers of shaking an infant and to provide advice on responding to crying babies. Together with the Ministry of Education, the Ministry has continued to support the Books for BC Babies initiative, which ensures that a suitable book and information for parents are provided to all babies born in B.C. In 2007, a literacy DVD "*I Love When You Read,*" was included in Books for BC Babies kits.

Through the implementation of the Child and Youth Mental Health Plan, children, youth and families have easier access to mental health services due to increased service capacity. The last year of a three-year recruitment initiative was completed in 2007/08, and resulted in a substantial increase in mental health service staff levels over its term. Since the plan's implementation in 2003, nearly 20,000 children and youth with mental health challenges have received mental health support annually.[1]

The Ministries of Children and Family Development, Education and Health collaboratively developed and began implementing the Children and Youth with Special Needs Framework for Action to guide B.C. towards an integrated and accessible continuum of quality services supporting children and youth with special needs and their families.

The Ministry, in collaboration with other provincial ministries and in consultation with families, service providers, and clinical experts, produced a ten year plan: *Fetal Alcohol Spectrum Disorder: Building on Strengths*, aimed at reducing this form of preventable brain damage.

Youth Agreements

An additional $2.3 million in annual funding was allocated to strengthen the existing Youth Agreement program for vulnerable 16-18 year olds who require assistance in the transition to adulthood. The additional funding increases the availability of contracted youth workers, high rent subsidies and landlord/mentor arrangements. Subsequently, a $5 million program, beginning July 1, 2008, will provide financial and other supports to former youth in care as part of a planned transition to adulthood.

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[1] www.mcf.gov.bc.ca/mental_health/pdf/CYMH_web_final.pdf

Purpose of Ministry

The Ministry of Children and Family Development promotes and develops the capacity of families and communities to care for and protect vulnerable children, and supports healthy child and family development to maximize the potential of children and youth in B.C.

The Ministry is responsible for regional and province-wide delivery of services and programs. The Ministry operates through five regions: North, Interior, Vancouver Coastal, Fraser and Vancouver Island (refer to Ministry Contact Information). The Ministry's responsibilities include: family development, early childhood development, services for children and youth with special needs, child care, child protection, residential and foster care, adoption for children and youth permanently in care, community child and youth mental health, programs for at-risk or sexually-exploited youth, and community youth justice services. In addition, the Ministry is responsible for specialized provincial services including youth custody, youth forensic psychiatric services, the Maples Adolescent Treatment Centre and services for the deaf and hard of hearing.

The Ministry is also responsible for supporting Community Living British Columbia to achieve its mandate to deliver programs and services to children and adults with developmental disabilities.[2] Where there is a joint mandate, the Ministry and Community Living British Columbia work together to ensure there is a co-ordinated approach to supporting children and youth with special needs and their families.

The Ministry's service delivery partners include: contracted community organizations, family foster homes, communities, delegated Aboriginal child welfare agencies, school districts, health authorities and other ministries. In 2007/08, approximately 47 per cent of the Ministry's funding supported contracts with community-based service delivery providers.

The Ministry's legislative mandate includes: the *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, and the *Child Care Subsidy Act*.

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[2] Link to Community Living British Columbia Annual Service Plan Report.

Strategic Context

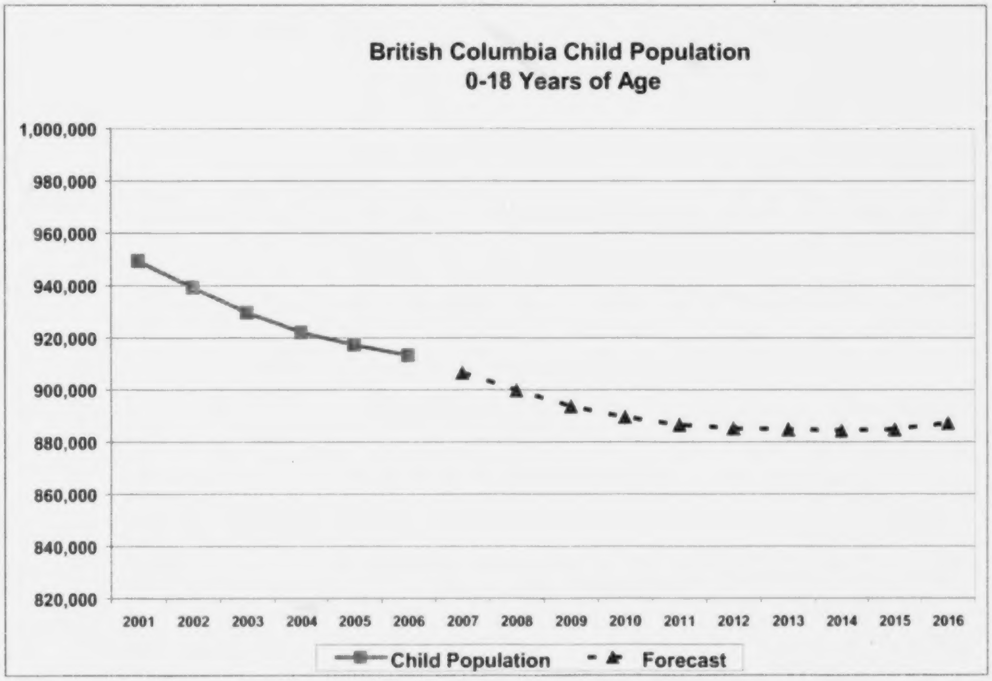
Demographic Changes in British Columbia[3]

The following trends in and projections for British Columbia's population may affect the demand for Ministry services:

Children and youth population

The total population of children and youth (aged 0-18 years) in British Columbia was 913,261 in 2006, representing 22.2 per cent of B.C.'s total population.

B.C.'s child and youth population declined by 3.8 per cent between 2001 and 2006. It is forecast to drop below 900,000 in 2008 and to continue to decrease until 2015. Beyond 2015, the provincial child and youth population is forecast to increase.



Data Source: BC Stats PEOPLE 32

The population of children aged 0-4 began to rise in 2006 and is projected to increase by approximately one per cent per year from 2006 to 2016. Over time, the increasing number of very young children in B.C. is likely to increase demand for Ministry services.

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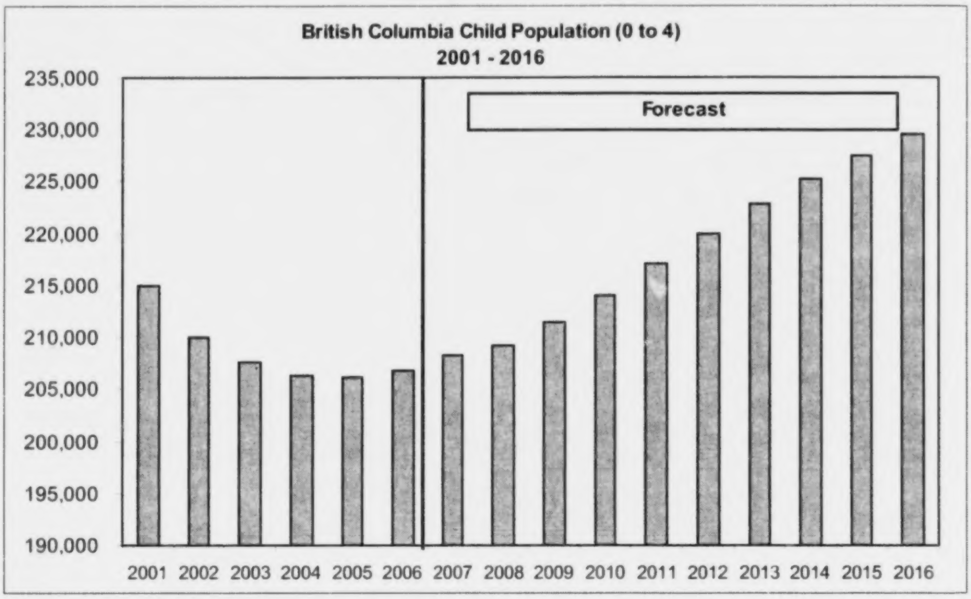
[3] Data Sources: Statistics Canada 2006 Census and BC Stats.



Data Source: BC Stats PEOPLE 32

Immigrant children and youth

British Columbia welcomed 177,800 new immigrants between 2001 and 2006. Most of these newcomers (74.7 per cent) settled in the Vancouver census metropolitan area, including the municipalities of Vancouver, Richmond, Burnaby and Surrey. Of the new immigrant arrivals, the child and youth population aged 5-16 represented 9.3 per cent of Greater Vancouver's school-aged population, which could increase demand for culturally sensitive services and a refocusing of services for immigrant families in urban centres.

Aboriginal children and families

The Aboriginal child and youth population increased by almost 10 per cent between 2001 and 2006 while the Aboriginal youth population (age 15-18) increased by 23.5 per cent. The substantial rise in the Aboriginal youth population relative to the change in the number of Aboriginal children in care over the period suggests a decrease in the per capita number of Aboriginal children in care from 2001 to 2006. The number of Aboriginal youth in custody and on probation substantially decreased during the same time period.

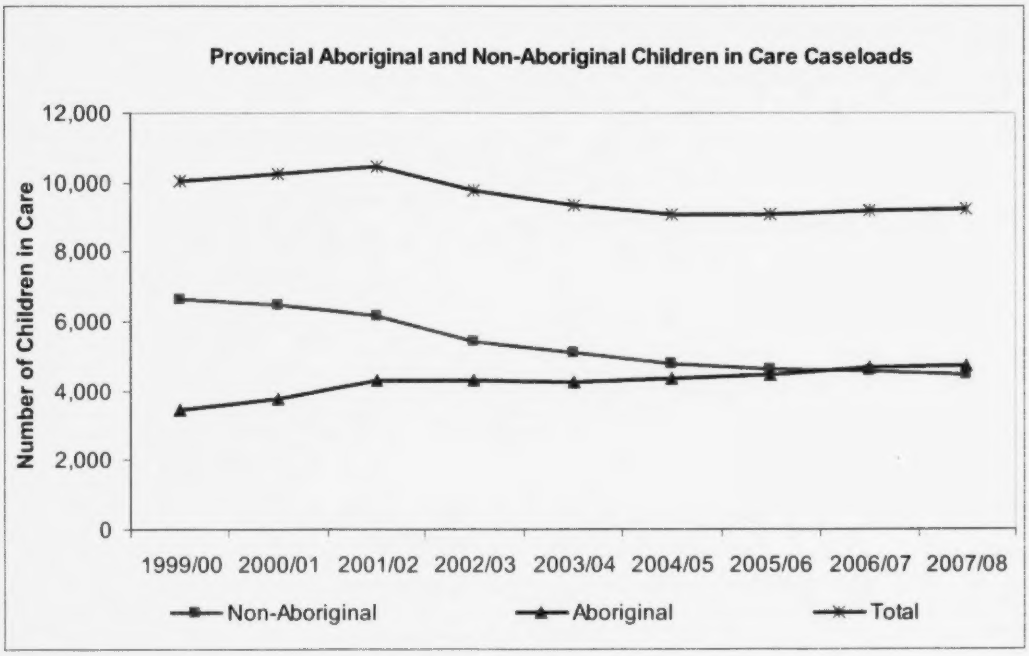
Table 1: Aboriginal Child and Youth Population (Age 0-18) in B.C., 2001 and 2006

	Age Group				Total
Year	**0-4**	**5-9**	**10-14**	**15-18**	**0-18**
2001	15,445	17,900	18,655	13,470	65,470
2006	16,195	18,005	21,045	16,635	71,880
% Change	4.9%	0.6%	12.8%	23.5%	9.8%

Source: Statistic Canada 2001 Census and 2006 Census.

Aboriginal children continue to be disproportionately represented among children in the Ministry's care. Approximately eight per cent of children in B.C. and approximately 52 per cent of the 9,237 children in the Ministry's care are Aboriginal.

More children already in care are now accurately being identified as Aboriginal. This may be due to the shift towards more culturally appropriate services, and increased confidence that self-identification will result in a better outcome. As a result of increased self-identification, and because Aboriginal children in care are on average younger than non-Aboriginal children in care, the proportion of Aboriginal children in care is likely to increase.



Provincial Aboriginal and Non-Aboriginal Children in Care Caseloads

Data Source: Management Information System and Social Worker System (MIS/SWS).

Note: Figures reported are fiscal year averages (April to March).

Intergovernmental Relations

In December 2007, the Ministry and Indian and Northern Affairs Canada negotiated an increase in the foster care, group care and administration rates paid by the federal government for services to Aboriginal children who fall under the federal government's responsibility but are in the care of the Ministry or delegated Aboriginal agency. This funding will increase the capacity of delegated Aboriginal agencies to provide services to clients on reserve.

On January 31, 2008, the federal government announced that, effective April 2007, it would retroactively fund out of care services for children and families on reserve.

Integration and Collaboration with Other Ministries

Improved co-ordination and collaboration with other ministries, particularly the Ministries of Education and Health, are a priority. Experience with the Child and Youth Mental Health Plan has demonstrated the value of greater collaboration. Similarly, improved cooperation through the Children and Youth with Special Needs Framework for Action will improve services and outcomes for children and youth with special needs.

The government's Chief Information Officer is leading the cross-government Social Sector Integrated Information Management Initiative. The vision for this initiative is to have the right information to the right people at the right time in a secure, privacy protecting manner and to support integrated delivery of social services, including operational, front line information and aggregate information for decision-makers at the program, ministry and sector level.
As part of this initiative, the Ministry of Children and Family Development continues to work collaboratively with the Ministries of Employment and Income Assistance, and Labour and Citizens' Services on the planning and implementation of the new Integrated Case Management system. The Ministry of Children and Family Development expects to begin implementing the new case management system in 2010.

External Reviews of the Ministry's Services

The Ministry received reports, comments and recommendations from the Auditor General and the Representative for Children and Youth concerning various aspects of operations. These reviews have addressed educational outcomes for children in care, the system of services for children and youth with special needs, and the implementation of the Child and Youth Mental Health Plan for B.C.

The Ministry also continues to build on the progress to date on the recommendations from the *2006 B.C. Children and Youth Review (Hughes Review)*. External reviews and their recommendations continue to guide discussion and decision-making in the Ministry relating to enhancements to child and family services.

Integrated Quality Assurance

To ensure that children and youth have the best opportunity to be strong, safe and supported, government must take an integrated, child centred approach to meeting basic and universal needs. The Ministry's goal is to ensure the best quality services are consistently applied to all clients, regardless of location and circumstances. To support this work, the Ministry is implementing an integrated quality assurance system that supports continuous organizational learning and a culture of improvement.

While continuous improvement has been ongoing for many years in the Ministry, over the past few years there has been an unprecedented scope of change in the way the Ministry does business to arrive at the best outcome for children, youth and families. A great deal of collaboration and consultation involving Ministry staff and Ministry partners has taken place since 2006 to develop approaches that reflect the commitment to the *Hughes Review*, build on achievements already made and, as we move forward, focus on better lifelong outcomes for children and youth while remaining responsive to imminent needs.

As a result of the ongoing transformation work, on April 15, 2008, the Ministry produced an action plan and a detailed operational framework. The action plan is the impetus for the government to move forward with a strong focus on early intervention and a strengths-based approach to supporting and protecting vulnerable children and youth — through a strong, integrated system.

Report on Performance

Performance Plan Summary Table

Goal 1: The identification and strengthening of effective services for children, youth, families and communities in B.C. within a strengths-based, developmental approach.	**2007/08 Target**	**2007/08 Actual**
1.1 Supports to children, youth, families and communities recognize their strengths and enhance their development.		
Per cent of children who enter Kindergarten "ready to learn".	75%	70.4% NOT ACHIEVED
Number of children whose families receive a child care subsidy.	24,480	24,841 ACHIEVED
Per cent of socio-economically disadvantaged children whose grade level is as prescribed for their age.	88%	87% NOT ACHIEVED
Rate of recurrence of child neglect and/or abuse by family.	19.9%	20.9% NOT ACHIEVED
1.2 Children, youth and families have access to a wide range of support services that are more holistic and integrated.		
Per cent of children with adoption plans who have been placed.	18%	18.2% ACHIEVED
Rate of youth in custody based on a proportion of all 12-17 year olds (per 10,000).	Maximum 6.0 per 10,000	4.0 per 10,000 ACHIEVED
1.3 Culturally appropriate services are strengthened and enhanced.		
Number of children safely placed with extended family or in community as an alternative to coming into care.	700	742 EXCEEDED
Goal 2: The Ministry supports Aboriginal people to design regional models and implement services for Aboriginal children, youth, families and communities.	**2007/08 Target**	**2007/08 Actual**
2.1 Aboriginal communities and agencies have greater opportunities to design and deliver services.		
Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies.	36%	31.9% NOT ACHIEVED
Goal 3: A fully regionalized model of governance and delivery of services.	**2007/08 Target**	**2007/08 Actual**
3.1 Regional governance models are developed by and for communities that align with unique community-based strengths, priorities and challenges.	Community Engagement Indicators Under Development	

Goal 4: Transform the Ministry of Children and Family Development as an organization to support Goals 1, 2, and 3.	**2007/08 Target**	**2007/08 Actual**
4.1 Strengthened relationships with internal and external partners, stakeholders and communities.		
Per cent of agencies required to be accredited, that achieve accreditation.	100%	99% SUBSTANTIALLY ACHIEVED
4.2 Ministry employees are fully engaged, healthy and contributing to transformation in their work environment.	Staff Engagement Indicators Under Development	

Goals, Objectives, Strategies and Performance Results

In this section, the Ministry's goals and objectives from the *2007/08–2009/10 Service Plan* are presented, along with the strategies the Ministry employed and results achieved, including performance measure results. The section also explains variances from the planned targets.

In 2007/08, the Ministry continued its transformation as an organization to support its goals with engagement of children, youth, families and communities being a key component in supporting the safety, health and well-being of children and youth.

By continuing to review and, where necessary, change the way child and family development services are delivered, the Ministry is striving for a more community-driven, culturally relevant, strengths-based and integrated service system, as outlined in the Ministry's *2008/09–2010/11 Service Plan.*

The Ministry relies on several reporting systems to track its performance progress. As the Ministry's needs, resources and priorities change in response to new and/or better performance information, the performance measures evolve and improve. The Ministry continues to work with stakeholders regarding the improvement of existing measures and the development of new ones.

The Ministry continues to collect, monitor and make available additional statistics and reports on trends and outcomes associated with services for children, youth and families. For further information visit our website at: www.gov.bc.ca/mcf.

Goal 1: The identification and strengthening of effective services for children, youth, families and communities in B.C. within a strengths-based, developmental approach

The Ministry provides a wide range of services that meet the diverse and complex needs of children, youth, and families. The Ministry recognizes and builds on the inherent strengths in children, youth and families to provide or arrange services and supports to meet these needs, including child protection services.

The Ministry recognizes that the family has the primary responsibility for the healthy development of children and youth. Families and their communities provide life long attachments to keep children healthy, safe and respected.

Objective 1.1: Supports to children, youth, families and communities recognize their strengths and enhance their development

Relying on the strengths inherent in each child, youth, family and community, the Ministry works in partnership with other ministries to design and strengthen early childhood development programs, and services for children and youth with special needs in B.C., to provide families with information and to increase service choice and flexibility. Additionally, in partnership with Community Living British Columbia, the Ministry supports services for children and youth with special needs and their families.

Strategies

Key strategies for this objective include:

- assisting in the development of a provincial early childhood development evaluation framework that can be used throughout B.C.;
- enhancing community-based family support programs to increase the number of families that are strengthened and better able to support their children and youth;
- working in partnership with the Ministry of Children and Youth Services in Alberta, through the Trade, Investment and Labour Mobility Agreement, to establish a seamless transition between the two provinces for early childhood educators; and,
- providing additional support and educational planning through schools and caregivers to help socio-economically disadvantaged children succeed at school.

Progress towards this objective

- In 2007/08, approximately 5,000 children and youth benefited from direct autism funding (an increase from approximately 400 children and youth served in 1999/00). Through a provincial grant and federal contribution, a national autism research chair has been created at Simon Fraser University to build capacity and improve both treatment and intervention options for children and youth diagnosed with autism.
- The Ministry and the Ministries of Education and Health supported the Phoenix Academy of Learning Society on a pilot project basis. The first school of its kind in B.C., the Phoenix Academy of Learning Society is a specialized independent school that provides a safe environment for children and adolescents with Autism Spectrum Disorder to socialize, gain self-worth, progress academically and participate in extra-curricular activities.
- The Ministry, in collaboration with the Ministry of Advanced Education, committed to providing up to $2,500 each to an estimated 350 students each year toward the outstanding B.C. student loans of new graduates who work as early childhood educators in the licensed child care sector.

Performance Results

Performance Measure	2004/05 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of children who enter Kindergarten "ready to learn"	72.1%[1]	N/A[2]	N/A[2]	75%	70.4% NOT ACHIEVED

Data Source: Human Early Learning Partnership, www.ecdportal.help.ubc.ca.

Notes:

[1] The 2004/05 Early Development Instrument results have been revised by the Human Early Learning Partnership as a result of more thorough analysis of the data. The revised baseline is 72.1 per cent, the original percentage was 75 per cent.

[2] Data are collected every three years.

Discussion of Results

The Early Development Instrument reflects children's readiness to learn, reveals the differences in their development across neighbourhoods, and assesses how well communities are supporting young children and their families.

The measure rates students on performance in: physical health, language/cognitive skills, social competence, emotional maturity, and communication and general knowledge. These factors provide a comprehensive picture of the status of B.C. children's school readiness. Data are collected using the Early Development Instrument, which is a teacher-rated assessment of Kindergarten students' "readiness to learn."

The revised 2004/05 provincial baseline is 72.1 per cent. The 2007/08 result is 70.4 per cent. The result suggests that the readiness of children for Kindergarten in B.C. fell during the three years between surveys. The reason this occurred is unclear and the results are still being analyzed.

Ministry Response

Research shows that many factors contribute to a child entering Kindergarten "ready to learn," from family health and income status to community resources, child care availability and the existence of community early childhood development programs. The Ministry is committed to understanding why the Early Development Instrument results are changing in B.C. and to learn what is working in communities that have improved their scores.

The Ministry continues to implement initiatives to support developmental readiness of B.C.'s children, such as:

- Enhancing community-based Family Resource programs with particular attention given to smaller, rural areas, to increase the number of families that are better able to support their children and youth.
- More than 500 Roots of Empathy programs and 26 Seeds of Empathy centres. These increase emotional competence and empathy and reduce levels of aggression and violence among school (Roots of Empathy) and preschool (Seeds of Empathy) children. In 2007/08, the Roots programs reached over 16,700 students in 668 classrooms.
- Forty-three Aboriginal Early Childhood Development programs, including language revitalization initiatives.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of children whose families receive a child care subsidy	21,704	22,612	23,248	24,480	24,841 ACHIEVED

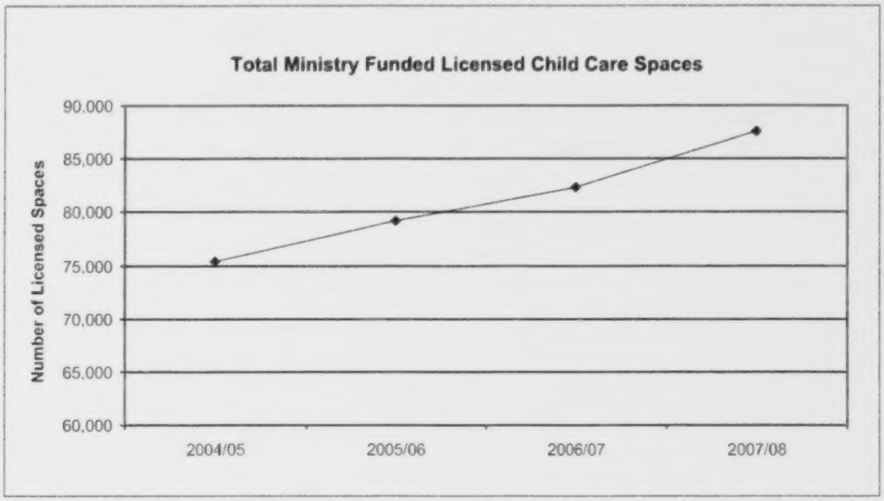
Data Source: Management Information System.

Note: Data collection enhancements have resulted in a change to the 2006/07 result. The 2006/07 actual was previously reported as 23,286 in the *2006/07 Annual Service Plan Report*.

Discussion of Results

This measure reflects the accessibility of child care for families with low or moderate incomes. On average in 2007/08, 24,841 child care subsidies were paid to families each month. The Ministry achieved its planned target for the year.

There has been an upward trend in the average number of children whose families receive subsidies since 2004/05. Child care subsidy is a demand driven program that is dependent on applications from families. All eligible families who apply receive funding. Child care subsidies are supporting almost 50,000 individual children annually. Total direct child care subsidy expenditures increased by 6.7 per cent or $8.4 million in 2007/08.



Data Source: Child Care Operating Funding Program Database.

The number of Ministry funded licensed child care spaces has also increased. In 2007/08, the total number of Ministry funded licensed child care spaces rose by 6.4 per cent or by just over 5,200 spaces. There has been an increase in the number of licensed spaces approved for funding through the Child Care Operating Funding Program each year since 2004/05. The number of funded providers is dependent on the number applying for funding.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual[2]	2007/08 Target	2007/08 Actual
Per cent of socio-economically disadvantaged children whose grade level is as prescribed for their age[1]	N/A	86%	87%	88%	87% NOT ACHIEVED

Data Sources: Ministry of Children and Family Development Management Information System and Social Worker System, Ministry of Employment and Income Assistance and Ministry of Education.

[1] Socio-economically disadvantaged children are those that are in one or more of the following categories: Ministry of Children and Family Development: Children in care; Children in out of care placements, Individuals with youth agreements, and Children under supervision orders; Ministry of Employment and Income Assistance: Children of Income Assistance recipients; Children in the Home of a Relative.

[2] Children in Kindergarten included in the measure after 2005/06.

Discussion of Results

This measure indicates how well socio-economically disadvantaged children are keeping up in school. The measure shows the percentage of disadvantaged school-aged children in a grade level that is appropriate for their age. For example, children six years old before the end of December of the school year are generally in grade one.

Targets for the measure reflect the Government's ten year commitment to eliminate the gap between socio-economically disadvantaged children and other children, with respect to grade level and appropriate age. Each year for the next eight years the measure's target will increase by one percentage point.

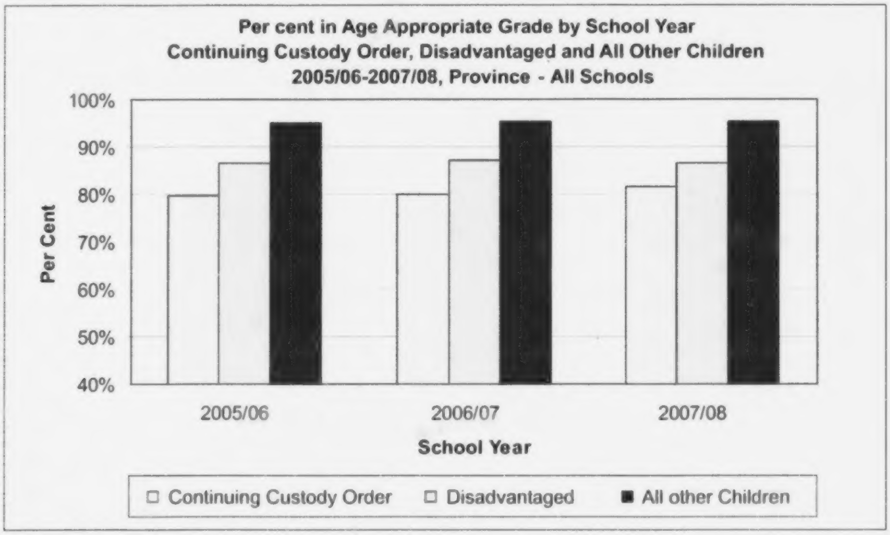
For the 2007 school year, the actual result was 87 per cent, unchanged from the previous year. Ninety-five per cent of all other children are in a grade level as prescribed for their age, also unchanged from the previous year.

Ministry Response

Improving the educational outcomes for children in care is a Ministry priority. While the Ministry cannot directly affect the educational outcomes for every child included in this measure, it contributes to the accomplishment of government's goal by working to improve educational outcomes for children in its care. An area of focus for the Ministry is children in its long term care — children under a continuing custody order.

One of the first steps towards changing something is being able to measure and understand the current situation. Work undertaken during 2007/08 with the Ministry of Education means that the Ministry is now able to track an array of educational outcomes for children under a continuing custody order, including whether these children are at the grade level prescribed for their age.

For the 2005/06 through 2007/08 period, the data show that children under a continuing custody order are less likely than all socio-economically disadvantaged children to be in their "age appropriate grade". The proportion of children under a continuing custody order in their age appropriate grade is 87 per cent (8.4 per cent lower than non-socio-economically disadvantaged children).



Data Sources: Ministry of Children and Family Development Management Information System and Social Worker System; Ministry of Employment and Income Assistance; and Ministry of Education.

Notes: In the chart above, "disadvantaged" includes children in Kindergarten after 2005/06. "All Other Children" excludes disadvantaged children as well as children under "Continuing Custody Orders".

The Ministry and the Ministry of Education are continuing work on improving information sharing among social workers, foster parents, teachers and school districts, and will develop cross-ministry guidelines to improve communication and co-ordination between educators and social workers.

In order to further improve planning, monitoring and co-ordination, the Ministry will continue to produce an annual public report on the educational attainment levels of children in care.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Rate of recurrence of child neglect and/or abuse by family	19.7%	18.1%	20.9%	19.9%	20.9% NOT ACHIEVED

Data Source: The Management Information System and Social Worker System.

Notes: Neglect is a failure by the parent or guardian to provide for a child's basic needs; it may include failure to provide food, shelter, basic health care, supervision or protection from risks, to the extent that the child's physical health, development or safety is, or is likely to be, harmed. Abuse is defined as physical or sexual maltreatment or emotional neglect.

Discussion of Results

This measure is directly linked to the outcome of ensuring child safety in the community and within the child's family. When it has been established that a child has been or is at risk, the Ministry works with families to reduce future harm by providing services that will best address the needs of the child and family. The measure describes the proportion of families who neglect and/or abuse their children within 12 months of a previously confirmed incidence of child neglect and/or abuse.

The actual recurrence rate did not change from its 2006/07 level of 20.9 per cent. However, a closer look at the measure reveals that significant improvement occurred in the number of recurring incidents.

The recurrence measure compares the number of recurring incidents to the number of children needing protection. In 2007/08, the number of recurring incidents dropped to 721 incidents from 962 in the previous year. This 25 per cent reduction coincided with a 25 per cent reduction in the number of children needing protection.

While the rate of recurrence did not change, fewer children were neglected or abused by their families within 12 months of a previously confirmed incident, and fewer children were found to be in need of protection.

Fiscal Year	Number of recurring incidents (1)	Number of children needing protection (2)	Rate of Recurrence = (1) / (2)
2004/05	802	4,068	19.7%
2005/06	937	5,187	18.1%
2006/07	962	4,615	20.9%
2007/08	721	3,456	20.9%
Change from 2006/07	(241) (25%)	(1,159) (25%)	—

Data Source: Management Information System and Social Worker System.

Ministry Response

The Ministry is continuing to increase the use of Family Development Response as an alternative to investigations in less severe cases where the risk to a child is low and can best be managed by timely assessments and services without investigations. The Ministry is also enhancing its child protection decision-making model to place more emphasis on strengths-based assessment while still addressing risk.

The result of these activities will be the implementation of an improved assessment and intervention model for child protection that supports collaborative, strengths-based practice, promotes alternatives to investigation and court processes, and uses research-validated tools to help assess the likelihood of future harm.

Objective 1.2: Children, youth and families have access to a wide range of support services that are more holistic and integrated

The Ministry continues to support community-based initiatives as part of a holistic, integrated service delivery system. The Ministry is working to improve resiliency and community supports; promote healthy pregnancy, birth and infancy; and improve support for parenting and families.

Strategies

Key strategies for this objective include:

- supporting children and families involved in the adoption process in order to facilitate placements of children in care for adoption;
- supporting recruitment and educational events for families to support and strengthen their ability to care for adoptive children;
- implementing year 5 of the Child and Youth Mental Health Plan for B.C., in cooperation with the Ministries of Health and Education;
- developing, in partnership with stakeholders, a strategy to improve access to services for children, youth and families in rural and remote areas of the province;
- participating on the Premier's Task Force on Homelessness, Mental Illness and Addictions to increase transitional housing in the province;
- continuing to increase the effectiveness of community-based alternatives to youth custody through innovative, non-custodial approaches;
- continuing to work with Aboriginal communities and justice system partners to reduce the over-representation of Aboriginal youth in custody; and,
- working with the Ministry of Public Safety and Solicitor General to address issues related to the sexual exploitation of youth, including human trafficking.

Progress towards this objective

- To date, approximately 90,000 B.C. students in grades four and five have benefited from the FRIENDS program, an evidence-based anxiety prevention program, and over 3,000 teachers have received FRIENDS program training.

- Since it began in 2005, the Voluntary Services for Sexually Exploited Youth Program has provided over 400 children and youth who are dealing with issues of sexual exploitation with individual support services including: one-to-one support, food, clothing, detox residential treatment, life skills training, safe house beds and other services.
- Together with the National Crime Prevention Centre and the Assistant Deputy Ministers' Committee on Prostitution and Sexual Exploitation of Youth, the Ministry provided funding to community groups to address sexual exploitation in their communities. As well, the Ministry and the Ministry of Public Safety and Solicitor General support B.C.'s Migrant Services Program which provides care and protection to trafficked, resettled, and refugee children and youth.
- The use of alternatives to keep children and youth safe without having to go through a full judicial process — such as Family Group Conferencing, Family Development Response, traditional decision-making processes, and Child Protection Mediation — continued to grow in 2007/08. The use of Family Group Conferences and Child Protection Mediations grew by approximately 55 per cent and 25 per cent respectively. Approximately 94 per cent of all Child Protection Mediations in the province result in some or all of the issues being settled.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of children with adoption plans who have been placed	19.5%	17.7%	15.2%	18%	18.2% ACHIEVED

Data Source: The Adoption Management System.

Note: Data enhancements have resulted in changes to historic numbers for "total number of children placed for adoption". The actual results have been adjusted to reflect these changes.

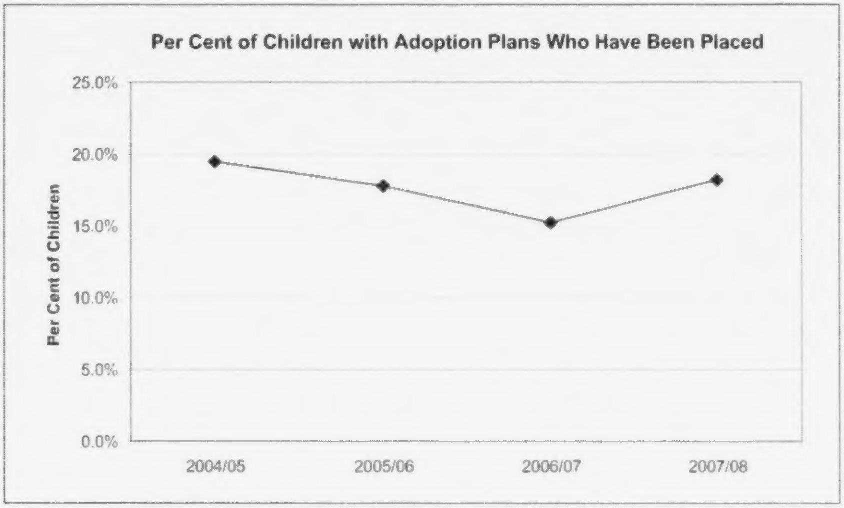
Discussion of Results

The Ministry's priority is to seek a permanent family home for all children who would otherwise remain in Ministry care until they reach adulthood. The number of adoptions of children who have been in the care of the Ministry illustrates how many of these children now belong to a permanent family. In 2007/08, of the 1,763 children in care with a plan of adoption, 320 were placed for adoption.

	2004/05	2005/06	2006/07	2007/08	Change from 2006/07
Children with plan of adoption	1,581	1,602	1,770	1,763	(0.4%)
Total number of children placed for adoption	308	284	269	320	19.0%

Data Source: Adoption Management System.

Note: Data enhancements have resulted in changes to historic numbers for "total number of children placed for adoption" reported in the 2006/07 Annual Service Plan Report. The 2004/05 Actual was previously reported as 307, the 2005/06 as 282 and the 2006/07 actual as 260. The actual results for "Per cent of children with adoption plans who have been placed" have been adjusted to reflect these changes.



Data Source: Adoption Management System.

The number of adoption placements increased in 2007/08. Compared to 2006/07, 51 additional adoption placements occurred. As indicated in the following table, the number of Aboriginal placements grew 13.5 per cent in 2007/08, while the percentage of these children placed into Aboriginal homes dropped to 50.5 per cent.

	2004/05	2005/06	2006/07	2007/08	Change from 2006/07
Total Aboriginal placements	135	87	89	101	13.5%
Number placed in Aboriginal homes	73	52	57	51	(10.5%)
Per cent of Aboriginal placements in Aboriginal homes	54.1%	59.8%	64.0%	50.5%	—

Data Source: Adoption Management System.

In 2007/08, over $900,000 in additional funding went towards hiring auxiliary staff, increasing contracted services with licensed adoption agencies, and to pilot projects on innovative adoption practices to address adoption backlogs. The investments made during the year to reduce the backlog in adoptions contributed to the 19.0 per cent increase in the total number of children placed for adoption and resulted in the performance target being met.

As well, the Ministry increased the value of its contracts with the Adoptive Families Association of BC, which improves the agency's ability to provide pre- and post-adoptive support for families in the adoption program. These supports are helpful in meeting the ongoing needs of children who have been adopted and their families.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Rate of youth in custody based on a proportion of all 12-17 year olds (per 10,000)	4.7 per 10,000	4.1 per 10,000	4.3 per 10,000	Maximum 6.0 per 10,000	4.0 per 10,000 ACHIEVED

Data Source: Management and Analysis Reporting System, Youth Justice Institution and Community Datamart and BC Stats.

Discussion of Results

This measure gauges the degree to which the youth justice system relies on custody and provides an indication of the availability and effectiveness of community-based alternatives to custody. The measure is the annual average of the daily population of youth (aged 12-17 years) in custody per 10,000 of all 12-17 year olds in B.C.

In 2007/08, an average of 4.0 youth for every 100,000 B.C. youth aged 12-17 years were in custody. Achievement of this target is due, in part, to the provision of community-based programs and the establishment of province-wide Intensive Support and Supervision Programs (80 agency and 20 custody one-to-one workers, with a program capacity of approximately 800 youth).

These factors, coupled with the implementation of the *Youth Criminal Justice Act* in 2003, have reinforced a pre-existing downward trend in the use of custody from 2003/04. There has been a decline in the rate of both the non-Aboriginal and the Aboriginal youth in Youth Justice Custody Centres since 2001/02.

Objective 1.3: Culturally appropriate services are strengthened and enhanced

The best way to enhance the safety and well-being of young people is to rely on the strengths of healthy families and communities. The Ministry is putting substantial effort into providing culturally appropriate services for the province's diverse population of children, youth and families.

Strategies

Key strategies for this objective include:

- supporting new community-based Aboriginal service systems to better reflect Aboriginal cultures, traditions and languages;
- utilizing an Elders' Advisory Council to ensure that the voice of Aboriginal people is heard in the design and delivery of services and working with Aboriginal Planning Tables to ensure inclusive planning and appropriate services for Aboriginal children, youth and families;
- working with Early Intervention Therapy stakeholders and Aboriginal community representatives to develop practice guidelines that foster multi-disciplinary teams and assessment strategies for children and youth requiring intervention support services;
- continuing to provide information to support the service and cultural needs of children who are deaf or hard of hearing and their parents, through the Deaf Access Office and a consultative social worker who provides advice to all social workers throughout the province;
- supporting the involvement of ethno-cultural committees in Ministry planning to reflect the cultures, traditions and languages of all ethnicities in British Columbia; and
- providing information resources for parents and families that are accessible to more cultures, including translated print resources.

Progress towards this objective

- To ensure that the voice of Aboriginal elders is heard in the design and delivery of services with Aboriginal communities, the Elders' Advisory Council concluded planning of a project to research traditional approaches to raising a child and culturally appropriate best practices.
- The website for Provincial Services for Deaf and Hard of Hearing is now available in sign language, and the brochure *Provincial Services for the Deaf and Hard of Hearing* was translated into Punjabi and written Chinese, and posted on the Ministry website. The Ministry also funded the printing of the booklet *Can Your Baby Hear? A Guide for Parents of Newborn or Young Babies*. This booklet was translated into five other languages: Written Chinese, Punjabi, French, Spanish, and Vietnamese.

- The *Options for parents and families: Collaborative Planning and Decision-Making in Child Welfare* pamphlet has been translated into Chinese, Tagalog, French, Korean, Persian, Punjabi, Spanish and Vietnamese. These inform parents of their right to be involved in decisions about their children and ways parents can be involved in the planning process.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of children safely placed with extended family or in community as an alternative to coming into care	668	642	623	700	742 EXCEEDED

Data Source: The Management Information System and Social Worker System.

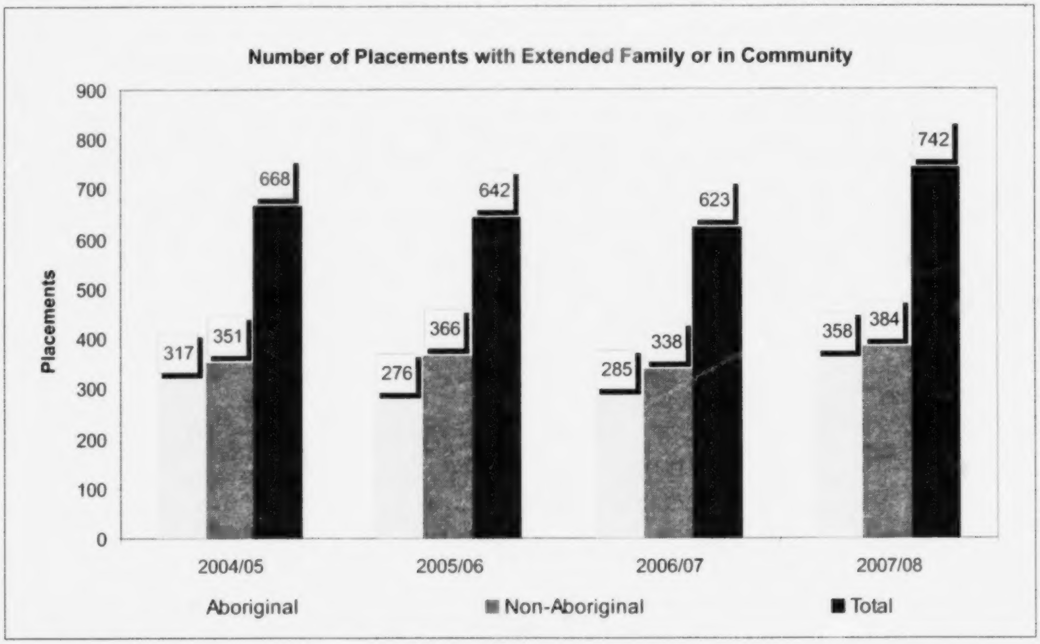
Discussion of Results

This measure reflects the importance of maintaining the continuity of family and community relationships for vulnerable children. It captures the use of a variety of options for keeping children and youth out of care, as well as for children and youth leaving care (through placements with kin or a person with significant ties to the child).

The number of placements with extended family or in the community rose by 119 from 623 in 2006/07 to 742 in 2007/08. This 19.1 per cent increase means that the 2007/08 performance measure target was exceeded and placements with extended family or in the community are now at the highest level ever achieved.

The increases in placements occurred for both Aboriginal (73) and non-Aboriginal (46) children. Successful placements are dependent on:

- the availability of relatives able to take care of the child or children;
- parents/families consenting to another relative taking care of their children; and
- the desire and ability of the extended family to take on the added responsibility.



Data Source: Management Information System and Social Worker System.

The count for the measure does not include children served by delegated Aboriginal agencies. The targets for the measure are based on historical trends.

Goal 2: The Ministry supports Aboriginal people to design regional models and implement services for Aboriginal children, youth, families and communities

The Ministry supports Aboriginal people to provide for the safety and well-being of their children and the governing of services to support children and families. Policy and practice in child and family development services must strive to reflect Aboriginal culture if those services are to be truly effective with Aboriginal children and youth.

Objective 2.1: Aboriginal communities and agencies have greater opportunities to design and deliver services

The Ministry continues to support Aboriginal people to lead the design, implementation and governance of services for Aboriginal children, youth, families and communities. By learning from and responding to its Aboriginal partners, the Ministry is working to support Aboriginal peoples to exercise jurisdiction in delivering child and family services consistent with local and cultural values.

The Ministry supports Aboriginal communities in the creation and development of Aboriginal delegated Aboriginal agencies providing direct services to those communities. Aboriginal delivery of services to their children is expected to result in improved outcomes for Aboriginal children and youth.

Strategies

Key strategies for this objective include:

- supporting Aboriginal planning processes to enable development of regional models;
- identifying, documenting and showcasing Aboriginal best practices with children, youth and families;
- continuing to support new delegated Aboriginal agencies and expanding the scope of existing Aboriginal agencies in order to support the safe transfer of children in care to the care of delegated Aboriginal agencies; and
- reviewing employment criteria and strengthening curriculum and training for First Nations and Métis child and family service practitioners to bring more Aboriginal people into the service delivery system.

Progress towards this objective

- The Prince George Aboriginal Children and Family Commission and the Ministry completed a Memorandum of Understanding that identifies how the Ministry will work and engage with the Commission members in the planning, design and delivery of services in the Prince George area. This represents an historic agreement between a diverse group of First Nations, Aboriginal organizations and the Ministry.
- A Provincial Roots Coordinator was hired to provide advice and guidance on best practices to regional Roots practitioners, and to support Roots Are Forever events and gatherings.
- As of February 2008, the Haida Child and Family Services Agency obtained delegated responsibility for resource development and family support services to children and families in their respective communities (Old Massett Village Council and Skidegate Band).

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies	30.7%	30.6%	30.4%	36%	31.9% NOT ACHIEVED

Data Source: The Management Information System and Social Worker System.

Discussion of Results

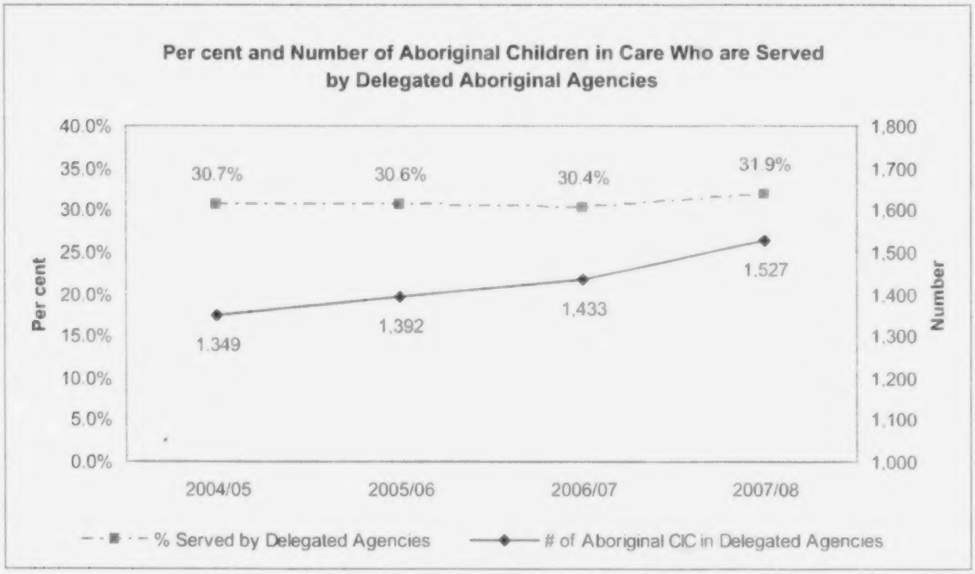
In 2007/08, 31.9 per cent of Aboriginal children in care were served by delegated Aboriginal agencies. The Ministry did not meet its planned target of 36.0 per cent.

The per cent of Aboriginal children in care served by delegated Aboriginal agencies improved in 2007/08, rising by 1.5 percentage points over 2006/07. Delegated Aboriginal agencies served 94 more Aboriginal children in 2007/08, while the number of Aboriginal children in care increased by 67.

	2004/05	2005/06	2006/07	2007/08	Per cent change over last fiscal
Number of Aboriginal children in care	4,394	4,542	4,721	4,788	1.4%
Number of Aboriginal children in care served by delegated agencies	1,348	1,392	1,433	1,527	6.6%
Increase in number served by delegated agencies	117	43	41	94	—

Data Source: Management Information System and Social Worker System.

The steady increase in the number of Aboriginal children in care transferred to delegated Aboriginal agencies over the four year period 2004/05 to 2007/08 is shown in the following graph.


Per cent and Number of Aboriginal Children in Care Who are Served by Delegated Aboriginal Agencies

Data Source: Management Information System and Social Worker System.

Geography, local capacity and the location of agencies can create significant challenges with respect to transfers of Aboriginal children to delegated Aboriginal agencies. For example, in the North, Aboriginal children in care are geographically dispersed and many are not located near their home communities. This means that creating viable delegated Aboriginal agencies is a challenge, as is determining which agencies should provide services to which children.

Ministry funding to delegated Aboriginal agencies increased from $35.8 million in 2006/07 to $45.7 million in 2007/08 (approximately $9.9 million in additional funding).

Ministry Response

Transferring responsibility for Aboriginal children in care to a delegated Aboriginal agency involves the Ministry delegating its services to Aboriginal agencies having the capacity to assume responsibilities. The Ministry is continuing to work with existing agencies on building capacity and planning for the transition of those services.

The Ministry's North Region and the Northwest Inter-Nation Family and Community Services Society successfully negotiated the transfer of 29 children in care files to the Society. On April 1, 2008, the Vancouver Aboriginal Child and Family Services Society became the first urban Aboriginal agency to receive full child protection delegation. This agency will receive a transfer of approximately 1,000 case files in 2008/09.

Goal 3: A fully regionalized model of governance and delivery of services

The Ministry is committed to working in partnership with families and communities to develop and support appropriate programs and services. Children, youth and families are best served when they are included and participate in decisions that affect them directly, through partnerships with communities and those individuals the Ministry serves.

Objective 3.1: Regional governance models are developed by and for communities that align with unique community-based strengths, priorities and challenges

The Ministry continues to support the delivery and administration of services at the regional level. The closer to the community that services are delivered and governed, the better the Ministry can meet the needs of children, youth, families and communities.

Strategies

Key strategies for this objective include:

- decentralizing decision-making, resources and services to the regional and community levels;
- supporting the development of community and regional plans based on a continuum of services;
- providing collaborative planning options and processes to engage families and community members. Examples include family group conferences to bring children, youth, families, extended families and professionals together to plan for keeping a child safe and the use of traditional cultural practices for planning and resolving disagreements;
- providing leadership with Ministry partners to establish or expand five community hubs to support early child development and learning that offer integrated services for families;
- supporting extended family and community members to care for vulnerable children and youth through kinship care agreements and other alternatives to foster care;
- enhancing community-based family support programs such as Family Resource Programs that provide parent education, support and opportunities for families to learn parenting skills and enhance their resiliency; and
- developing in partnership with stakeholders, a strategy to improve access to services for children, youth and families in rural and remote areas of the province.

Progress towards this objective

- Collaborative Practice Forums were held in communities throughout the North Region, bringing together community agencies, foster parents, interested citizens, clients and Ministry staff. The Ministry also provided a grant to the Law Foundation for projects to increase the availability of Family Group Conferencing, Child Protection Mediation and traditional decision-making practices for Aboriginal children and families.
- Five new neighbourhood hubs started in Enderby, Barriere, Vernon, Golden and Penticton to assist children, youth, and families in accessing needed services, often by co-locating companion services in one centre. The Ministry's North Region staff worked with the B.C. Association of Family Resource Programs to enable multi-service agencies to provide services to existing isolated program sites located within a one-hour radius of the multi-service agency.
- The Ministry established Community and Regional Tables that provide direction, support and guidance to regional decision-making and services. The chairs of the former regional planning committees have been invited to bring their expertise to these tables and to help the Ministry's regional leadership.

- There has been a continuing effort to support decentralized decisions and provide greater regional control over the planning and delivery of programs and services. Reflecting this, the Regional budget share of the Ministry's total budget increased from 38.3 per cent in 2006/07 to 40.9 per cent in 2007/08.

Goal 4: Transform the Ministry of Children and Family Development as an organization to support Goals 1, 2, and 3

The Ministry continued to improve the integrated system of services designed to meet the needs of children, youth and families in B.C. In order to respond quickly and appropriately to their needs, the Ministry relies on fully engaged and healthy staff working in an environment that encourages continuous learning, respect, accountability and excellence in leadership.

Objective 4.1: Strengthened relationships with internal and external partners, stakeholders and communities

Relying on accountability, quality assurance, monitoring, evaluation and performance-based contracts, the Ministry continues to build successful relationships with Aboriginal communities, municipalities, other provincial ministries, service providers, school districts and community agencies.

The Ministry's success in working with accredited community agencies as well as with children, youth and families — to ensure the excellence of service — confirms that service providers are following internationally-recognized standards.

Strategies

Key strategies for this objective include:

- supporting organizations to achieve and maintain accreditation;
- working with the government's Chief Information Officer on a case management project to improve service delivery and planning;
- encouraging youth participation in a Youth Advisory Council to ensure their perspectives are included in the design and delivery of services; and
- reviewing and implementing effective complaint resolution procedures which are based on problem-solving and restorative practices.

Progress towards this objective

- Guided by the government's Chief Information Officer, the Ministry of Children and Family Development, in collaboration with the Ministries of Labour and Citizens' Services, and Employment and Income Assistance, completed procurement of Integrated Case Management software to replace obsolete technology. The system will reduce administrative workloads and improve information-sharing, resulting in better outcomes for children and youth.
- The Youth Advisory Council consulted with youth stakeholders on youth engagement practices, programs and service delivery agencies. The Council also contributed an article to the UN Convention on the Rights of the Child anniversary book entitled "*18 Candles — Celebrating the Convention*".
- The Ministry revised its regional Complaint Resolution Policy. This policy includes provincial standards, building on existing efforts to ensure that clients throughout the province receive a consistently high standard of service when accessing the complaint resolution process.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of agencies required to be accredited, that achieve accreditation	39%	70%	93%	100%	99% SUBSTANTIALLY ACHIEVED

Data Source: Accreditation database and reporting from agencies.

Discussion of Results

Since 1999, Ministry policy has required contracted service providers receiving $500,000 or more annual Ministry funding to be accredited. This measure is an indicator of quality assurance in the delivery of its considerable number of contracted services.

Ninety-nine per cent of agencies that receive significant Ministry funding achieved accreditation, contributing to quality assurance, quality improvement, and province-wide consistency in the services provided by the contracted sector.

The number of agencies required to be accredited varies from year to year as changes in agency contracts move them above or below the $500,000 threshold. There has been a significant increase in the proportion of accredited agencies in the last four years, from 86 (approximately 39 per cent of all required agencies) in 2004/05 to 203 agencies (approximately 99 per cent) in 2007/08.

British Columbia leads the way in the growing international trend in using objective third-party accreditation as a means to ensure stringent performance standards are met and exceeded.

Objective 4.2: Ministry employees are fully engaged, healthy and contributing to transformation in their work environment

The Ministry is working to support its professional, talented and dedicated staff, who serve British Columbia's most vulnerable children, youth and families. To provide this support, the Ministry promotes innovation, continuous learning and dynamic leadership, as well as recognizing strengths in a culture of respect, integrity, fairness, transparency, consistency and equality.

Strategies

Key strategies for this objective include:

- providing professional development opportunities to staff with an emphasis on front line staff, community service managers, practice analysts and leaders to build the specific skills and experience they need to develop fulfilling, rewarding career paths;
- emphasizing respect, trust, innovation, well-being and teamwork in all of the Ministry's activities to ensure that all staff can participate as fully as possible in decision-making regarding the Ministry's service delivery and the work environment; and
- incorporating recruitment and retention activities consistent with government's Corporate Human Resources Plan to ensure sufficient human resources, including recruitment and retention of Aboriginal staff within the Ministry's provincial and regional offices.

Progress towards this objective

- Program specific supervisory training was provided to front line staff working in child welfare, child and youth mental health, and youth justice. Training sessions on collaborative, client-centred skills were held throughout the Vancouver Island region. Core training focusing on front line service delivery was provided to staff in delegated Aboriginal agencies as well as to staff in agencies that provide services on behalf of the Ministry.
- Regional Strategic Plans were developed based on community and staff engagement that builds on local knowledge and expertise. The Deputy Minister and Regional Executive Directors engaged in regional "town hall" meetings, to solicit feedback on the progress and direction of the Ministry's efforts to make service delivery more responsive to local needs.
- The Ministry partnered with the University of Northern BC to hire Aboriginal front line workers with Social Work or Child and Youth Care degrees to train them in Child Welfare specialization (seven candidates completed the program in 2007/08). A Ministry Student Employment Program was established to provide students undertaking or completing post-secondary studies with a work experience in the Ministry to encourage them to consider a career in the BC Public Service.
- The Ministry continued to improve its employee engagement results, with internal survey scores increasing by eight per cent over the past two years.

Report on Resources

The Ministry provides a wide variety of regionally and provincially delivered services and programs to protect and support vulnerable children and youth and to support healthy child and family development. The Ministry also provides funding to Community Living British Columbia for them to deliver supports and services to adults and children with developmental disabilities.

This section provides information by core business areas on the Ministry's operating expenditures, full-time equivalent staffing and capital expenditures for 2007/08.

Resource Summary Table

Core Business Areas	Estimated [1]	Other Authorizations [2]	Total Estimated	Actual [3]	Variance
Operating Expenses ($000)					
Ministry Operations Vote					
Child and Family Development	704,733		704,733	704,961	228
Early Childhood Development, Child Care and Supports to Children with Special Needs	429,862		429,862	425,179	(4,683)
Provincial Services	61,267		61,267	62,691	1,424
Executive and Support Services	23,668		23,668	26,248	2,580
Total Ministry Operations	**1,219,530**	**0**	**1,219,530**	**1,219,079**	**(451)**
Community Living Services Vote					
Ministry Monitoring — Community Living Services	674		674	557	(117)
Transfers to Community Living British Columbia	646,440		646,440	646,499	59
Total Community Living Services	**647,114**	**0**	**647,114**	**647,056**	**(58)**
Adjustment of Prior Year's Accrual				(1,489)	(1,489)
Total Ministry	**1,866,644**	**0**	**1,866,644**	**1,864,646**	**(1,998)**
Contingencies (All Ministries) and New Programs Vote					
Climate Action Dividend[4]	0	960	960	960	0
Total Contingencies and New Programs	**0**	**960**	**960**	**960**	**0**

Core Business Areas	Estimated [1]	Other Authorizations [2]	Total Estimated	Actual [3]	Variance
Full-time Equivalents (Direct FTEs)					
Ministry Operations Vote					
Child and Family Development	3,114		3,114	3,089	(25)
Early Childhood Development, Child Care and Supports to Children with Special Needs	312		312	293	(19)
Provincial Services	621		621	590	(31)
Executive and Support Services	234		234	244	10
Total Ministry Operations	**4,281**	**0**	**4,281**	**4,216**	**(65)**
Community Living Services Vote					
Ministry Monitoring — Community Living Services	5		5	5	0
Total Community Living Services	**5**	**0**	**5**	**5**	**0**
Total Ministry	**4,286**	**0**	**4,286**	**4,221**	**(65)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Ministry Operations Vote					
Executive and Support Services	19,517	0	19,517	8,438	(11,079)
Total Ministry Operations	**19,517**	**0**	**19,517**	**8,438**	**(11,079)**
Other Financing Transactions ($000)					
Ministry Operations Vote					
Executive and Support Services — Human Services Providers Financing Program					
Receipts	36		36	133	97
Disbursements	0		0	0	0
Net Cash Source (Requirements)	**36**	**0**	**36**	**133**	**97**

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly February 20, 2007.

[2] Other "Authorizations" include Estimates, Statutory Appropriations and Contingencies.

[3] Variance is the "Actual" minus the "Total Estimated". Where spending is less than budgeted, the Variance is displayed with a bracket.

[4] Climate Action Dividend is a government-wide initiative funded from the Contingencies (All Ministries) and New Programs Vote.

Explanation of Resource Summary

Operating Expenditures

The annual Ministry budget is based on assumptions contained in the Ministry's *2007/08–2009/10 Service Plan*. Overall, the Ministry met its budget target for 2007/08.

The over expenditure of $2.58 million (or 11 per cent over budget) in Executive and Support Services was mainly due to initial planning and project management costs for the integrated case management system and costs of the corporate human resources plan.

Capital Expenditures

The under expenditure of $11.08 million (or 57 per cent of the capital budget) was due to the transfer of both the Integrated Case Management software cost as well as capitalized costs attributable to the Information Systems Technology joint project over to the Ministry of Labour and Citizen's Services, in order to comply with government's core policy requirement that one Ministry be the owner of the system.

Significant Year over Year Resource Changes:

Government continues to build on its investments to maintain services for vulnerable children and youth and to enhance existing supports to children and youth with special needs with:

- $16.80 million additional funding for the continual support of the Child and Youth Mental Health Plan;
- $8 million additional funding for planning and implementation of regional Aboriginal authorities;
- $31.10 million additional funding to enhance programs and supports for children and youth at risk;
- $22.63 million additional funding for increased access to services and supports for children and youth with special needs;
- $6.86 million new funding for foster parents for the increased financial pressures faced by caregivers who provide residential services for children in care of the Province. This builds on additional supports previously provided for mileage allowance to foster parents to reflect higher transportation costs;
- $8.35 million new funding to support the Ministry's contracted community and social services providers and $6.1 million to support Community Living British Columbia;
- $22.43 million additional funding for growth related to health and safety for adults with developmental disabilities in Community Living British Columbia; and

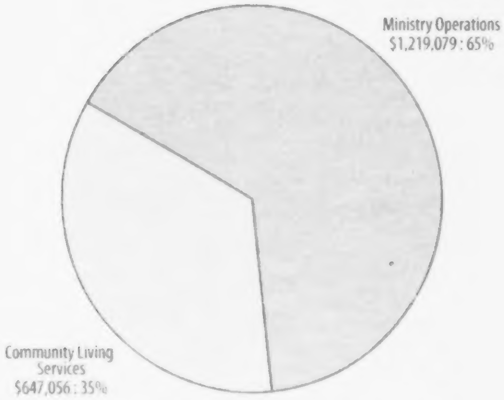
- $2.85 million new funding for care of multi-disordered discharges from Riverview Hospital for care under Community Living British Columbia programs and services.

New federal funding of $33.11 million from the 2007 Federal Budget was provided for child care and related program expenditures. This was recorded in 2007/08 as a recovery to expenditures made. The funding was a transition payment to support the development of new child care spaces.

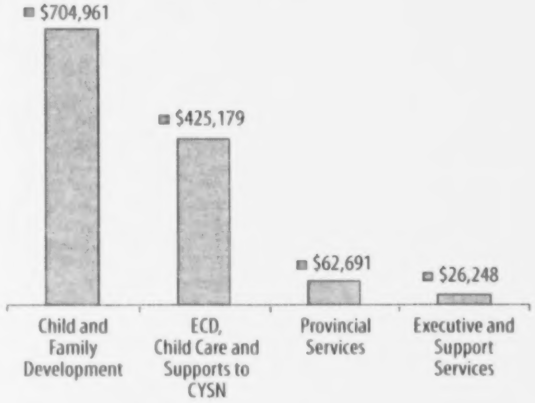
The Contingencies (all Ministries) and New Programs vote provided $0.96 million for the government-wide Climate Action Dividend program. Through this program, $100 will be made available to every adult and child who was a resident of British Columbia on December 31, 2007. This applies to approximately 9,600 children in care of the Ministry and Community Living British Columbia.

Ministry Expense by Business Area

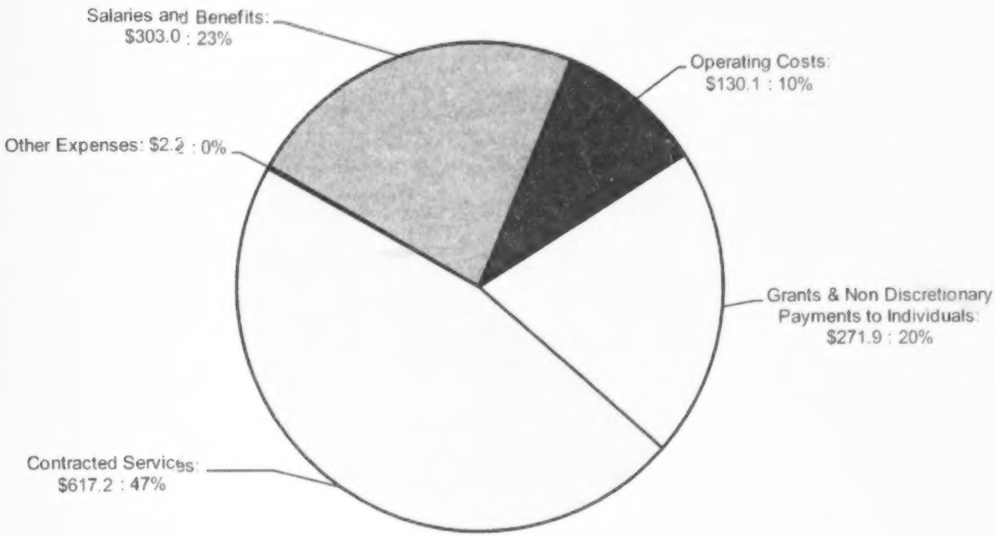
Ministry of Children and Family Development
2007/08 Net Expenditure by Vote
($ thousands)



Ministry of Children and Family Development
Ministry Operations
2007/08 Net Expenditure by Core Business
($ thousands)



Ministry of Children and Family Development — Operations
2007/08 Gross Expenditure by Type
($ millions)



NOTE: This chart excludes Recoveries of $105.3 million.

Annual Service Plan Report Appendices

Appendix A: Program Information

Helpline for Children in British Columbia

Phone 310-1234, free from anywhere in the province anytime. To use the telephone device for the deaf and hard of hearing, dial: 1 866 660-0505. The Helpline for Children provides round-the-clock access to professionals to respond to concerns that a child under the age of 19 years may be abused. Calls can be anonymous — and abuse can be stopped. For online information view: www.mcf.gov.bc.ca/getting_help/help.htm.

Adoption Site — information on adopting one of B.C.'s waiting children

For information on adopting a child, phone toll-free in B.C.: 1 877 ADOPT 07 (1 877 236-7807) or phone a nearby Ministry office. For information view: www.mcf.gov.bc.ca/adoption/index.htm.

Be a Foster Parent — B.C.'s foster parents make a positive difference for vulnerable children in need

For information, phone the B.C. Federation of Foster Parent Associations' Fosterline at: 1 800 663-9999 (outside B.C. phone: 1 604 660-7696) or the Federation of Aboriginal Foster Parents toll-free at: 1 866 291-7091. For online information view: www.mcf.gov.bc.ca/foster/.

Child Care B.C. Helpline — information on child care

For information and referrals for B.C. child care programs and services for parents and child care providers phone: 1 888 338-6622. For online information view: www.mcf.gov.bc.ca/childcare/.

Autism Site — information for parents on Autism Spectrum Disorders

For online information on Autism programs including step by step information on accessing funding and an updated parent handbook view: www.mcf.gov.bc.ca/autism/index.htm.

Human Early Learning Partnership (HELP) Site

For information on the Human Early Learning Partnership (HELP), an interdisciplinary research partnership related to early child development view: www.earlylearning.ubc.ca/.

Community Living British Columbia

For information on services for children and adults with developmental disabilities, phone: 1 877 660-2522. For online information view: www.communitylivingbc.ca/.

Appendix B: Ministry Contact Information

General Ministry enquiries:

Client Relations: 250 387-7027 (in Victoria), or Toll-Free: 1 877 387-7027
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Mailing Address:
PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Ministry's Regional Offices

Fraser

Mailing/Physical Address:
101 - 10221 – 153rd Street
Surrey BC V3R 0L7
Telephone: 604 586-4100
Facsimile: 604 586-4153

Interior

Mailing/Physical Address:
400 – 1726 Dolphin Avenue
Kelowna BC V1Y 9R9
Telephone: 250 470-0888
Facsimile: 250 470-0890

North

Mailing/Physical Address:
462 - 1011 Fourth Avenue
Prince George BC V2L 3H9
Telephone: 250 565-4367
Facsimile: 250 565-4427

Vancouver Coastal

Mailing/Physical Address:
900 - 865 Hornby Street
Vancouver BC V6Z 2G3
Telephone: 604 660-2433
Facsimile: 604 660-4005

Vancouver Island

Mailing Address:
PO Box 9727 Stn Prov Govt
Victoria BC V8X 5J2
Telephone: 250 952-4707
Facsimile: 250 952-4282

Physical Address:

140 - 4460 Chatterton Way
Victoria BC V8W 9S3

Appendix C: Hyperlinks to Additional Information

About Us
www.mcf.gov.bc.ca/about_us/index.htm

Contact Us
www.gov.bc.ca/mcf/contacts.html

Fraser Region Interim Aboriginal Authority
www.fraa.ca/

Ministry's Homepage
www.mcf.gov.bc.ca/

Ministry Regions
www.mcf.gov.bc.ca/regions/index.htm

Ombudsman
www.ombud.gov.bc.ca/

Public Guardian and Trustee of British Columbia
www.trustee.bc.ca/

Representative for Children and Youth
www.rcybc.ca/content/home.asp

Vancouver Island Aboriginal Transition Authority
www.viatt.ca/

Ministry of
Community Services

2007/08
Annual Service Plan Report

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COLUMBIA
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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Community Services,
see Ministry Contact Information on Page 32 or contact:

Ministry of Community Services
PO BOX 9806
STN PROV GOVT
VICTORIA BC
V8W 9W1

or visit our website at
www.gov.bc.ca/cserv

Published by the Ministry of Community Services

Message from the Minister and Accountability Statement

The Ministry of Community Services continues to work collaboratively with local governments, communities in transition and seniors' and women's organizations, in order to make B.C. the best place to live, work, invest and get ahead.

I have the honour to submit the Ministry of Community Services' Annual Service Plan Report for 2007/08. This report highlights our recent achievements as we move toward fulfilling the goals of our government and the Ministry.

Over the past year, more than 120 local governments have joined the Province of B.C. and the Union of BC Municipalities (UBCM) in signing onto the B.C. Climate Action Charter, committing to carbon neutrality by 2012.

The Ministry is strongly supporting B.C. communities to reach this goal and become greener, healthier and more active places to live through a series of programs and actions. Towns for Tomorrow is helping municipalities of 5,000 residents or less to build sustainable infrastructure; and LocalMotion is helping develop bike paths and walkways, offering better transportation options to reduce our car-dependency; and our B.C. Spirit Squares program is helping develop central gathering places for residents to come together and celebrate. At the same time, our Green City Awards are recognizing local governments that are implementing innovative, green ideas.

Our partnerships with the federal government and UBCM are further helping build vibrant and sustainable communities. Through the Gas Tax Fund, we're seeing a range of projects that lead to cleaner air, water and reduced greenhouse gases. Building on the success of our joint Municipal Rural Infrastructure Fund, B.C. has signed on to the federal government's $33 billion Building Canada Plan, ensuring B.C. communities have continued access to more funding for water, wastewater, public transit, highways and green energy projects.

In addition, this year we've introduced legislation that promotes greener communities and provides the tools necessary to create more compact neighbourhoods and a stronger focus on energy conservation, greenhouse gas reduction, and affordability.

Supporting violence prevention and intervention services for women, and their children, fleeing abuse continues to be a priority. We're investing almost $50 million annually on prevention initiatives, transition house services, safe homes, second stage housing, counselling, and many outreach services to connect vulnerable women with the services they may need. This past year we enhanced funding to transition homes to ensure 24/7 staffing, so women coming to a facility can be assisted at all hours, day and night. This was complimented by the development of a suite of violence prevention, intervention, education and awareness materials distributed across British Columbia.

To help more British Columbians to participate in our province's strong economy, the Ministry continues investing in a series of mentoring initiatives for women and has funded the expansion of BladeRunners, a program for at-risk youth, to three new communities.

To help support B.C. seniors, the fastest growing demographic in the province, the Ministry is working to address recommendations from the Premier's Council on Aging and Seniors' Issues. A summary of actions to date, such as the abolition of mandatory retirement at the start of 2008, can be found in a Report on Progress prepared last summer, which can be found on our Ministry website.

The Ministry of Community Services 2007/08 Annual Service Plan Report compares the actual results to the expected results identified in the Ministry's *2007/08 – 2009/10 Service Plan*. I am accountable for those results as reported.

Ida Chong

Honourable Ida Chong, FCGA
Minister of Community Services and
Minister Responsible for Seniors' and Women's Issues

June 20, 2008

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Highlights of the Year

The Ministry of Community Services works to promote sustainable, liveable communities that provide British Columbians with healthy and safe places in which to live, work and invest. The following highlights reflect the accomplishments achieved by the Ministry in 2007/08.

Local Government

- The Ministry is supporting local governments to build greener, healthier and more active communities through programs that include Towns for Tomorrow, LocalMotion, B.C. Spirit Squares, the Green City Awards and the Canada – British Columbia Municipal Rural Infrastructure Fund (MRIF). These programs support local governments with funding to provide clean drinking water systems and effective sewage treatment; to plan and build more accessible and inclusive, senior-friendly communities; and to take action on climate change.
- Amendments were made to the *Local Government Act*, *Hotel Room Tax Act* and *Mountain Resort Associations Act*. The amendments provide funding to support local tourism development through the new B.C. Resort Municipality Initiative. These amendments also enable consistency and certainty about land use regulation during large multi-phase developments. Local governments will be able to enter into voluntary Phased Development Agreements with developers to prevent zoning changes during a multi-phase development.
- Amendments were also made to the *Community Charter* and will enable municipalities to use broader Revitalization Tax Exemption tools to encourage many forms of revitalization within their communities.
- The Government of Canada established a $33 billion Building Canada Plan in Budget 2007, to address the infrastructure needs of communities across Canada. As part of the fund, the Canada/B.C. Framework Agreement was signed on November 6, 2007, ensuring that British Columbians now will see continued investments to address infrastructure needs in priority areas, including water, waste water, public transit, highways and green energy.
- 2007 was the second year of a four-year provincial government commitment to doubling the Small Community and Regional District Basic Grants Program. In 2007/08, 127 municipalities and 27 regional districts received a total of $40 million, a $7 million increase over 2006/07, to fund important services for residents.
- Local governments were provided with $59 million through Traffic Fine Revenue Sharing, an increase of $6 million over 2006/07. This funding supported 560 new police officers since 2003, as well as other innovative safety initiatives across the province.

- At March 31, 2008, 116 local governments had signed on to the *Climate Action Charter* demonstrating a shared commitment to become carbon neutral by 2012 and to create compact and more energy-efficient communities.
- On March 17, 2008, British Columbia, the Government of Canada and the Union of British Columbia Municipalities signed an agreement to extend the Gas Tax Agreement for four years between 2010 and 2014. The extension will provide approximately $1 billion in additional funding for environmentally sustainable municipal infrastructure.
- The Minister undertook a 10-day mission to the People's Republic of China, strengthening Asia-Pacific ties. That trip produced a formal agreement between our Province and the People's Government of Guangdong Province to encourage our respective local governments to establish such twinning arrangements. B.C. Asia Twinning encourages British Columbia communities to embrace the untapped economic potential available in Asia by establishing ties with Asia-Pacific local governments that may evolve into economically robust relationships.
- A new B.C. Asia Twinning Tool Kit was released, supporting these innovative partnerships by providing local governments in this province with the information they need to establish international twinning arrangements, or enhance existing ones. Twenty three municipalities also received a total of over $1 million to enable expanded twinning relationships across British Columbia.
- Three new municipalities were incorporated: Barriere, Clearwater and Westside, the latter of which impacted the largest number of people in British Columbia's recent history. Becoming incorporated can result in improved governance, access to services, more integrated planning and a strengthened vision for the community.

Women's, Seniors' and Community Services

- The BladeRunners program, which trains at-risk youth for construction jobs in British Columbia, continues to exceed annual participation targets. In 2007/08, the BladeRunners program expanded to the Comox Valley, Mount Currie and Surrey, building on the success of existing programs in Vancouver, Prince George, Victoria, Nanaimo, Duncan, Port Alberni and Ucluelet.
- The Premier, the Minister and Deputy Minister of the Ministry of Community Services and a delegation of Aboriginal women attended the National Aboriginal Women's Summit in Corner Brook, Newfoundland. This important event brought together Aboriginal women from across Canada who engaged and discussed potential solutions to the challenges and opportunities faced by Aboriginal women in Canada.
- The Ministry provided an additional $2 million annually to our provincially funded transition houses to ensure 24-hour-a-day and seven-day-a-week staffing, resulting in an additional 71,900 hours of staff coverage, so staff are on-site day and night to greet women needing transition house services.

- The Ministry provided almost $1 million for prevention funding to the Salt Spring Women Opposed to Violence and Abuse (SWOVA), the B.C./Yukon Society of Transition Houses for the Violence is Preventable (VIP) project and the Métis Nation B.C. Women's Secretariat for Métis–specific violence prevention, a symposium and community consultation. The funding provides training to British Columbians on developing healthy and respectful relationships and stopping the cycle of violence.
- The Ministry produced and distributed across the province "Help, Hope and Healing," a suite of violence prevention and intervention education and awareness materials. These materials are available in seven languages and provide important information about the community resources that are available. A brochure that addresses the unique needs of Aboriginal women was also developed and distributed in English and French.
- The Ministry provided funding for mentoring initiatives for women to enter or re-enter the workforce. These include programs provided by the YWCA of Greater Vancouver, the Wired Women's Mentorship Program (for women in science, technology and new media), the Women's Enterprise Centre, the Minerva Foundation for B.C. Women and the British Columbia Construction Association.
- The Ministry led a cross-government review of "Aging Well in British Columbia: Report of the Premier's Council on Aging and Seniors' Issues," and issued a Report on Progress outlining provincial initiatives that address Council recommendations.
- The Ministry provided the British Columbia Automobile Association (BCAA) Traffic Safety Foundation with funding to offer Living Well, Driving Well mature driver workshops and to develop a new driver education program focused on dementia. The funding will enable the Foundation to create resources and tools for communities and families to help deal with this challenging personal and public safety issue.
- The Ministry distributed over 70,000 copies of the eighth edition of the "BC Seniors' Guide," in seven languages. There were also more than 43,000 website hits for this guide on the Ministry's website for seniors.

Purpose of Ministry

The Ministry of Community Services' mandate is to promote liveable, sustainable communities that provide healthy and safe places for British Columbians. The Ministry supports this important mandate by working with communities, women's and seniors' groups, and by creating partnerships with other ministries, local and federal governments, the private sector and not-for-profit organizations.

The Ministry is committed to supporting treaty negotiations and enhancing local government and First Nations relations through a variety of initiatives. The Ministry played an important role in the provincial approval and implementation of the Tsawwassen First Nation and Maa-nulth First Nation Final Agreements.

Additionally, the Ministry administers all or part of 18 pieces of legislation and has responsibility for the Board of Examiners, the Islands Trust Fund Board, and the Dease Lake and Atlin Advisory Planning Commissions.

Local Government

The Ministry develops policy and delivers programs and services that encourage the growth and vitality of our communities. Through partnerships with First Nations, municipalities, regional districts and the Union of British Columbia Municipalities (UBCM), the Ministry is helping to build vibrant, connected, resilient and environmentally sustainable communities that are great places in which to live, work and invest.

The Ministry is responsible for the *Community Charter* and the *Local Government Act*, legislation which provides local governments with the powers, duties and functions that are necessary to address the needs of their communities. The Ministry supports local governments in meeting citizens' needs for services by working in partnership to develop vital urban centres, enhance community safety, and renew infrastructure. The Ministry's local government grants programs support the building of healthy and vibrant communities which promote active lifestyles, are senior-friendly and disability-accessible, and foster community celebration.

The Ministry contributes to government's commitment to the environment through its support for local government infrastructure projects in which environmental sustainability is the key consideration in funding decisions. The Ministry works to foster compact, green and sustainable communities through community planning and regional growth strategies, support for public transit infrastructure that reduces greenhouse gas emissions, and improved water, air and liquid waste management strategies.

Community Partnerships

The Ministry works with other agencies and orders of government to support the implementation of solutions to inner-city issues. The Inner-City Partnerships initiative manages a partnership with the City of Vancouver to revitalize inner-city areas.

The Ministry also provides community transition services to help rural and remote, single-resource communities manage the effects of significant financial challenges that result from the scaling back or closure of industrial operations. The Ministry works collaboratively with the Ministry of Forests and Range and the Ministry of Economic Development to develop proactive strategies to manage the impact of the mountain pine beetle epidemic on British Columbia communities.

Women

The Ministry works with other ministries and orders of government to ensure that the unique needs of women are addressed and integrated into the provincial government's various policies, legislation, programs and services.

The Ministry also provides leadership, commitment and resources to intervention and prevention services for women who have experienced abuse, and their children who have witnessed abuse, through third-party community-based contractors.

Seniors

The Ministry is committed to improving the social and economic well-being of seniors in British Columbia, supporting their continued participation in their communities and increasing their ability to live independent, healthy lives. Providing seniors with access to information on services and programs that enhance their health, activity and independence is a key component of the Ministry's work.

Strategic Context

British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. This economic strength has presented many advantages and opportunities for individuals and communities. The Ministry of Community Services works to bring these benefits to British Columbia's communities. Key factors that have shaped the Ministry's efforts to achieve the 2007/08 – 2009/10 Service Plan goals and objectives are identified in this section. A strong economy enables the province to respond to a growing provincial population, aging infrastructure and increasing citizen expectations. By providing financial resources, the Ministry supports the building of healthy and vibrant communities which promote active lifestyles, are senior-friendly and disability-accessible, and foster community celebration. A strong economy also gives local governments the increased financial capacity to fund these developments through a range of initiatives, such as provincial Traffic Fine Revenue Sharing and the Federal Gas Tax Transfer and Transit Agreements. The construction sector, in particular, is booming, and while increases in material costs and labour pressures are causing some delay in project completions, communities around the province are benefiting from this economic growth.

British Columbia is taking a leadership role in addressing climate change by developing innovative strategies and advancing research into new technologies. The *British Columbia Climate Action Charter* reflects the commitment of the province, the Union of British Columbia Municipalities and individual local governments to taking action on climate change at the community level. Local governments that sign the *British Columbia Climate Action Charter* pledge to become carbon neutral by 2012.

Many rural communities that have depended on natural resource industries are working to diversify their economies in light of changing market forces. The impact of the mountain pine beetle infestation, projected to affect 80 per cent of British Columbia's interior pine forests by 2013,[1] presents an enormous challenge in terms of community sustainability and environmental management in the province.

Inner-city areas also face challenges, often experiencing higher rates of unemployment and homelessness, crime, drug use and prostitution than cities experience overall. Local, provincial and federal governments, communities and the private sector are working together to develop and implement strategies that will help make the province's urban communities resilient and sustainable.

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[1] "Business Indicators September 2006: Mountain Pine Beetle-Mania", BC Stats 2006.

Women in British Columbia have made social, economic and political gains in many areas, and the province's economic growth presents further opportunities for advancement. The Ministry is assisting women to achieve their highest potential through its support of mentorship and training initiatives. Helping women to enter or re-enter the workforce in skilled occupations also serves to address the provincial labour shortage.

Violence is not acceptable, particularly violence against women and girls. The Ministry works to end this violence by providing women fleeing abuse, and their children, with the supports they need, including transition houses, safe homes, second stage housing and counselling. Outreach and multicultural outreach services across the province work to connect women with those supports that will make a difference in their lives.

While providing crucial supports for women fleeing abuse, the Ministry works to end violence against women by changing the attitudes that lead to violence in the first place, engaging men and boys as partners in getting the message out to communities that violence against women is unacceptable.

January 1, 2008 marked the elimination of mandatory retirement in British Columbia. Today's seniors live longer, healthier lives and many want to continue an active lifestyle. They are often looking for opportunities to continue to participate in and contribute to society, including participation in the workforce and volunteerism.

Seniors in British Columbia constituted 14.1 per cent of the population in 2007,[2] and the proportion aged 65 and over is expected to rise to nearly 25 per cent by 2031.[3] As the proportion of seniors in the provincial population goes up, particularly those aged 80 and over, demands on health services are expected to increase dramatically, as will demands for opportunities to lead more active lifestyles.

One of government's key priorities is the promotion of healthy living for British Columbians. ActNow BC is working with partners who are developing and implementing programs to increase physical activity; to encourage healthy food choices in school, at work and in the community; to live tobacco-free; and to make healthy choices in pregnancy. Involvement at the local level is essential to realizing the full benefits of this program, and local governments can play an important role in encouraging ActNow BC participation in communities around the province.

British Columbia continues to advance a strengthened relationship with First Nations guided by trust and by recognition of, and respect for, First Nations' rights and title. The Ministry is committed to supporting treaty negotiations and enhancing local government and First Nations relations through a variety of initiatives. The Local Government-First Nations Relations Program supports the Community to Community Forum program designed to bring elected officials from local government and First Nations together to develop working relationships. It also aims to encourage the development of agreements between local governments and First Nations on common issues and activities, assists provincial and local representatives in the B.C. Treaty Process and partners with the Union of British Columbia Municipalities First Nations Office on key initiatives.

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[2] Statistics Canada, Population by Sex and Age Group, by Province and Territory, 2007.

[3] "Seniors Scan: Population Aged 65 and Over by Health Service Delivery Areas", BC Stats 2005.

Report on Performance

The Ministry's report on performance provides an update on how the Ministry is achieving the goals and objectives set out in the 2007/08 – 2009/10 Service Plan.

Performance Plan Summary Table

The table below provides a summary of the Ministry's progress with regard to its performance targets in 2007/08. The section that follows provides a detailed discussion and explanation of these results.

Goal 1: Community Governance is open, effective and accountable to its citizens For greater detail see pages 16 to 18	**2007/08 Target**	**2007/08 Actual**
1.2 Local governments are accountable and make effective use of their legislative powers		
Percentage of municipalities operating within their liability servicing limit	>97%	97.5% ACHIEVED

Goal 2: British Columbians live in resilient, sustainable communities For greater detail see pages 18 to 23	**2007/08 Target**	**2007/08 Actual**
2.1 Planning and infrastructure investments contribute to community sustainability	20.3% of total population	19.54% of total population
Number and percentage of British Columbians served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality	862,903 total population served Additional 85,400 people with new system	831,318 total population served Additional 53,810 people with new system SUBSTANTIALLY ACHIEVED
2.2 Communities are resilient and able to adapt to change		
Number of municipalities collecting at least 90% of their current year taxes	143	147 ACHIEVED
2.3 The capacity of urban communities to respond to socio-economic issues is strengthened		
Percentage of BladeRunners participants employed one year after participation	75%	76% ACHIEVED

Goal 3: Women are safe from domestic violence For greater detail see pages 24 to 26	2007/08 Target	2007/08 Actual
3.1 Communities have the capacity to prevent and respond to domestic violence		
Number of women and their children sheltered through transition house services	12,450	12,693 Achieved
Number of outreach services used by women and their children	35,000	55,147 Exceeded

Goal 5: Improved social and economic well-being for seniors For greater detail see pages 27 to 28	2007/08 Target	2007/08 Actual
5.2 Seniors and their families have information on programs and services available		
Number of visits per year to the Seniors' website	>90,000	108,483 Exceeded

Goals, Objectives, Strategies and Performance Results

Goal 1: Community governance is open, effective and accountable to its citizens

Local government is the order of government closest to communities and citizens. It delivers basic services that people rely on every day, including water and sewer infrastructure, policing, fire protection, local roads, recreation, business licensing and community planning.

Objective 1.1: Local governments are open, representative and responsive

A local government system in which citizens choose their form of governance, their elected officials and the services they receive is consistent with fundamental democratic principles. Citizens reasonably expect their local government to create the community they want to live in and to provide the services they need and desire. Elected officials who are responsive and accountable to the electorate they represent, and local government processes that are open and responsive to the changing interests of their citizens, provide communities with effective and timely governance.

The Ministry supports local governments in serving their citizens effectively by providing broadly empowering local government legislation, the *Community Charter* and *Local Government Act*. These include important checks and balances to ensure that local decision-making is open and effective, as well as requiring appropriate opportunities for ongoing citizen involvement.

Legislative amendments were made in 2007 to the *Local Government Act*, *Hotel Room Tax Act* and *Mountain Resort Associations Act*. These amendments provide funding to support local tourism development through the new B.C. Resort Municipality Initiative and ensure consistency and certainty about land use regulation during large multi-phase developments through Phased Development Agreements. Amendments to the *Community Charter* also enable municipalities to use broader Revitalization Tax Exemption tools to encourage many forms of revitalization within their communities.

Strategies

- Provide a modern, empowering legislative, regulatory and policy framework.
- Promote citizens' access to local governments and build their capacity to participate in local decision-making.
- Assist local governments with incorporations, amalgamations and boundary extensions.

Objective 1.2: Local governments are accountable and make effective use of their legislative powers

In 2004, the Province enacted the *Community Charter*. With the Charter's implementation, British Columbia's relationship with local governments changed. Rather than provincial oversight and prescriptive regulation, the focus now is on local accountability and local solutions to local issues, with the Province acting in an advisory and facilitative capacity. This flexibility, along with collaboration among partners in the local government system, and between orders of government, increases local government capacity to respond innovatively to citizens' changing needs and desires.

Strategies

- Support innovation and the effective use of legislative and regulatory powers.
- Facilitate constructive relationships.
- Develop strong, mutually beneficial partnerships.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of municipalities operating within their liability servicing limit[1]	97%	99.4%	>97%	97.5% ACHIEVED

Data Source: Local governments provide the Ministry with their financial data through the annual Local Government Data Entry (LGDE) electronic reporting process at the end of their fiscal year. The Ministry's reporting requirements are comprehensive and the data received are highly accurate.

[1] Liability servicing limit is equal to 25 per cent of annual own-source municipal revenue. Own-source revenue primarily includes taxes, fees, charges, penalties, fines and investment income.

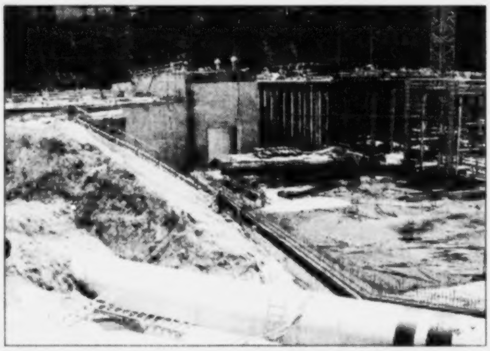
Discussion of Results

The liability servicing limit sets out the maximum amount municipalities can spend to service their long-term financial obligations for the year. The percentage of municipalities operating within this limit demonstrates how effectively local governments use their legislative and regulatory powers to develop strong partnerships and financially plan for their capital requirements, and how well they utilize the different financing options available to them.

Local governments in British Columbia borrow money for infrastructure investments through the Municipal Finance Authority with the approval of the Inspector of Municipalities. These borrowings must generally fall within their individual liability servicing limits and the Inspector approves all local government borrowing bylaws on the basis of their fiscal capacity and ability to repay the debt. This financial oversight role ensures that local governments are generally within their borrowing limits, which in turn mitigates the risk to the Municipal Finance Authority AAA credit rating, thereby enabling local governments in the province to borrow at lower than industry rates.

Goal 2: British Columbians live in resilient, sustainable communities

Objective 2.1: Planning and infrastructure investments contribute to community sustainability



Seymour-Capilano Filtration Project, GVRD.

Citizens in communities expect their local governments to provide them with safe drinking water and appropriate levels of waste water treatment. Communities must prepare for the current and future needs of their citizens, particularly in terms of infrastructure renewal. Major infrastructure projects are expensive and often challenge the financial capacity of both large and small local governments. Provincial and federal government funding programs, such as Towns for Tomorrow, the Federal Gas Tax Transfer and Transit Agreements, and the Canada/B.C. Municipal Rural Infrastructure Fund, support local government projects aimed at improving drinking water quality and waste water treatment, contributing to greenhouse gas reductions, and generally enhancing protection of the environment.

Strategies

- Negotiate federal/provincial/local government infrastructure capital grant programs.
- Develop, implement and manage water and sewer infrastructure capital funding and infrastructure planning programs.
- Implement the Federal Gas Tax Transfer and Transit Agreements, with the Union of British Columbia Municipalities.
- Implement four new initiatives: LocalMotion, B.C. Spirit Squares, Towns for Tomorrow and Green City Awards.
- Work with local governments to develop forward-looking regional strategies.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number and percentage of British Columbians served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality [1]	17.8% of total population 757,301 total population served Additional 57,474 people with new system	17.9% of total population 777,508 total population served Additional 5,207 people with new system	20.3% of total population 862,903 total population served Additional 85,400 people with new system	19.54% of total population 831,318 total population served Additional 53,810 people with new system SUBSTANTIALLY ACHIEVED

Data Source: Contractual requirements between the province and grant recipients include quarterly quality progress reports, tied to quarterly claim payments, which are tracked within a "grants database." Data accuracy is consistent and reliable although a database project is underway to replace the existing system. Population data are provided by BC Stats and are subject to any inherent limitations.

[1] The measure does not include groundwater, nor does it capture the percentage of the provincial population using privately owned infrastructure.

Discussion of Results

An increase in the number of British Columbians served by drinking water systems that meet emerging treatment standards is a result of the provincial and local government commitment to improving drinking water quality for all British Columbians.

The measure provides an indication of those populations served by new water treatment facilities that meet emerging standards. It provides evidence that communities are building the infrastructure using current North American regulatory standards for the treatment of surface water.

In 2007/08, an additional 53,810 British Columbians were served by drinking water systems that met emerging standards through the Ministry's B.C. Community Water Improvement Program funding initiative.

There was a 1.65 per cent increase in the total number of British Columbians served by new drinking water systems and the 2007/08 target for this measure was substantially achieved, given that there was only a 3.7 per cent variance from the target. Factors beyond the influence of the Ministry and its local government partners, such as nation-wide labour and material shortages, contributed to a delay in the completion of four projects that would have resulted in an additional 31,500 citizens benefiting from new drinking water systems. These four projects are expected to be completed during 2008/09.

Objective 2.2: Communities are resilient and able to adapt to change

Regional and local socio-economic conditions in British Columbia are constantly changing. Local governments need both the expertise and targeted funding initiatives to build their resiliency and the capacity to adapt to these ever-changing economic, social and environmental conditions. The extent to which a community is able to adapt to changing local, regional or provincial conditions can be significantly influenced by: the nature of individual community economies; differing levels of council, staff or regional district board expertise; and level of citizen engagement. For example, many local governments are taking action on climate change, by planning for liveable, sustainable communities, encouraging green developments and transit-oriented developments, and implementing innovative infrastructure technologies, including landfill gas recapture and production of clean energy.

The Ministry contributes its expertise and targeted funding through the Small Community and Regional District Basic Grants Program to build local government resiliency and capacity to adapt to changing economic, social and environmental conditions. The Ministry also plays a key role in monitoring and maintaining the integrity of the local government finance system.

Strategies

- Collaborate with local governments and provincial agencies to provide expertise and other supports to rural and resource communities in transition.
- Provide the tools and resources to ensure that local governments have the fiscal capacity needed for self-government.
- Provide resort-based municipalities in British Columbia with the tools to assist them in financing new or improved resort amenities and services in their communities.
- Promote targeted support for policing, crime prevention and community safety.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of municipalities collecting at least 90% of their current year taxes	137[1]	143	143	147 ACHIEVED

Data Source: Local governments provide the Ministry with their financial data through the annual Local Government Data Entry (LGDE) electronic reporting process at the end of their fiscal year. The Ministry's reporting requirements are comprehensive and the data received are highly accurate.

[1] This figure represents 92% of municipalities in British Columbia and is based on a three-year average from 2005/06 to 2007/08.

Discussion of Results

Property taxes constitute the majority of municipalities' annual revenue, providing them with the funds they need to operate effectively and independently to provide the services expected by residents.

The target for this measure was achieved in 2007/08, with the vast majority of municipalities collecting at least 90 per cent of their current taxes, reflecting a robustness of local tax bases. The achievement of the target is a result of the Ministry's efforts to assist communities with financial management. This assistance has included assessing and modifying their tax base and/or restructuring their boundaries in such a way as to provide additional revenue for services.

British Columbia's smaller communities were further assisted to provide services for residents through Small Community Grants, increased once again this year. As well, local governments have opportunities to access support for community projects through a vast range of infrastructure and planning grant programs.

The minority of municipalities who are at risk of collecting less than 90 per cent of their taxes are generally single-resource-based communities affected by larger external market forces. Through the Community Transition Program the Ministry assists these communities to evaluate their options, review their expenditures and examine their economic development opportunities.

Objective 2.3: The capacity of urban communities to respond to socio-economic issues is strengthened

The need for inner-city revitalization challenges communities to respond effectively to complex socio-economic issues. Creating co-operative and productive partnerships among federal, provincial and local governments, businesses, and community organizations helps communities to identify and leverage resources and expertise necessary to improve social and economic outcomes. The Ministry's role in responding to socio-economic issues is facilitative, rather than directive.

> *"We're looking for accomplishment, not just labourers. We're looking for individuals who will contribute to the successes of the project and that's what BladeRunners delivers, accomplishment and success."*
>
> — Kim Maust, VP,
> Bastion Development Corp.

Strategies

- Work with partners to address inner-city issues.
- Provide training for at-risk youth to enter employment.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Estimate
Percentage of BladeRunners participants employed one year after participation[1]	74%	70%	75%	76%[2] ACHIEVED

Data Source: Third-party service providers collect data and are required by contract to submit quarterly statistical reports to the Ministry.

[1] The data collected since 2004/05 reflects the measure stated above, and not "percentage of BladeRunners participants moving into employment" as stated in previous Service Plans.

[2] Estimated until data collected for 2007/08 programs completed. Data expected in summer 2008. The final actual figure will be included in the 2009/10 Service Plan (as the 2007/08 baseline).

Discussion of Results

The BladeRunners program recruits and trains at-risk youth for jobs in the construction industry. The program was established in 1994 and is jointly funded by the provincial and federal governments, private sector and community organizations. It is delivered through a third-party contract model with not-for-profit organizations, which provide strong local connections, especially with the Aboriginal community, enabling a high rate of success in attracting and working with at-risk youth to place them in long-term construction-based employment. In 2007/08, it is estimated that 73 per cent of participants were of Aboriginal ancestry, with many living in inner-city communities.

The target for this measure was achieved in 2007/08. The program expanded to the Comox Valley and the Ministry had an opportunity to partner with the Vancouver Urban Aboriginal Strategy through Aboriginal Community Career and Employment Services Society (ACCESS) to expand into Mount Currie and Surrey this year.

Objective 2.4: British Columbia has economically strong regions

British Columbia's communities are part of larger economic regions. These regions are diverse in size, geography, demographics and socio-economic status. Community resiliency and sustainability are increased if the region of which the community is a part is economically strong. Regions in turn will prosper when their individual communities are strong. Economic development is enhanced through collaboration by local, provincial and federal governments and key economic sectors, including business, education (universities and colleges), health institutions and airport and port authorities.

The Ministry has a key role in designing governance frameworks, tools and incentives that will support municipal and regional governments in acting both independently and collaboratively in order to strengthen regional economies.

Strategies

- Identify strategies to strengthen regional governance.
- Promote harmonization of regulatory requirements.

Goal 3: Women are safe from domestic violence

Objective 3.1: Communities have the capacity to prevent and respond to domestic violence

The Ministry develops programs to address violence against women in communities across the province. Programs are focused primarily on women because in general, women are more frequently subjected to severe forms of violence by men than men are by women.[4] Women are also more likely to be victims of violence committed by someone they know, such as a partner, spouse, acquaintance, relative or ex-spouse. This underscores the need for immediate and accessible safe shelter as a critical step in finding safe exit from a dangerous situation.

To ensure that women are safe from domestic violence, the Ministry has increased funding for and investments in services and programs. These include providing community-based prevention initiatives (such as engaging men as partners against domestic violence), providing safe shelter and crisis intervention, developing educational resources and increasing awareness to stop the cycle of violence at home and in communities. These investments aim to increase community capacity to effectively prevent and respond to violence against women.

Ninety-five per cent of women in British Columbia have access to transition house services within an hour of their home. In addition, 24-hour-a-day and seven-day-a-week staffing has been implemented at all provincially funded transition houses to improve safety for women and their children fleeing abuse.

Strategies

- Provide shelter for women, and their children, leaving abusive relationships.
- Provide counselling for women, and their children, who have experienced abuse.
- Provide outreach services for women at risk.
- Enhance community violence prevention initiatives.

---

[4] *Measuring Violence Against Women: Statistical Trends 2006*, Canadian Centre for Justice Statistics, Statistics Canada, October 2006, p. 19.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Estimate
Number of women and their children sheltered through transition house services[1]	12,446	12,243	12,450	12,693 ACHIEVED

Data Source: Third-party service providers collect data and are required by contract to submit statistical reports (monthly or quarterly) to the Ministry.

[1] Service utilization is responsive to demand.

Discussion of Results

This performance measure is an indicator of the capacity of communities to respond to violence against women and ensure that women are safe in their communities and families.

The target was achieved with 12,693 women and children receiving transition house services in 2007/08, an increase from 12,243 served in 2006/07.

The measure is responsive to service demand, which can increase through enhancement of the profile and accessibility of services in communities. The target was based on data collected during the second quarter of 2006/07 and assumed a consistent rate of utilization; however, community programs are demand-driven, which affects the accuracy of forecasting the actual number of women and children accessing services.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of outreach services used by women and their children[1]	16,819	40,896	35,000	55,147 EXCEEDED

Data Source: Third-party service providers collect data and are required by contract to submit statistical reports (monthly) to the Ministry.

[1] Service utilization is responsive to demand.

Discussion of Results

This performance measure reflects the use of services and community capacity to provide outreach services to ensure that women are safe from domestic violence.

Outreach services help women in crisis identify and access the supports they need, including counselling programs, transition houses and safe homes, social agencies, other outreach services, and alcohol and drug services. Services can also include connecting women to longer-term supports, such as employment, housing and treatment.

The number of outreach services utilized by women and children increased from 40,896 in 2006/07 to 55,147 in 2007/08. The increase in the demand for outreach services has been met through a significant increase in funding since 2005/06, and as a result, more than 40 additional outreach services have been implemented.

Ministry Response

The Ministry continues to enhance outreach services, including funding multicultural outreach services that respond to the diverse language and cultural needs of women, help them access needed services, and assist service providers in understanding the cultural realities of their clients.

Goal 4: Women have the opportunity to reach their economic potential

Objective 4.1: Women have more opportunities to participate in the economy

The Ministry is committed to providing and supporting women with opportunities to reach their economic potential. The Ministry has successfully partnered with the Ministry of Small Business and Revenue and the Ministry of Economic Development and will continue to work with other ministries and agencies, non-government organizations, communities, provinces, and the federal government to ensure that the unique needs of women are considered in public policy, legislation, programs and services that affect women's participation in the economy.

The Ministry has supported women entering or re-entering the workforce by allocating funding for mentoring initiatives. Between April 1 and December 31, 2007, 393 mentors provided 1,650 volunteer hours to help 224 British Columbian women improve their capacity or enhance opportunities to re-enter the workforce.

Strategy

- Implement a mentoring program for women entering or re-entering the paid labour force.

Performance Results

The 2007/08 Service Plan indicated that a measure was under development for this goal. Subsequently, changes in the 2008/09 Service Plan format resulted in a more focused suite of performance measures. A measure for this goal was not included at that time; however, program performance will continue to be monitored and enhanced accordingly.

Goal 5: Improved social and economic well-being for seniors

Objective 5.1: Government responds to the Report and Recommendations of the Premier's Council on Aging and Seniors' Issues, "Aging Well in British Columbia"

The Premier's Council on Aging and Seniors' Issues was established in October 2005, and was tasked with examining two key issues: how to support seniors' ability to continue as contributing members of society; and how to support seniors' independence and health. In December 2006, the Council submitted its report "Aging Well in British Columbia" to government. The Report makes 16 recommendations in five key areas. These recommendations will provide direction for the province in addressing seniors' issues over the next number of years. The Ministry, working in partnership with other ministries, is leading the review and response to the recommendations.

In 2007/08 the Ministry led a cross-government review of the "Aging Well in British Columbia" report from the Council and issued a Report on Progress outlining government initiatives that address Council recommendations.

Strategy

- Lead and co-ordinate government's response to the report and recommendations of the Premier's Council on Aging and Seniors' Issues.

Objective 5.2: Seniors and their families have information on programs and services available

Access to current and accurate information is essential for seniors to connect with government programs and services. The Ministry provides seniors and their families and caregivers with information through the BC Seniors' Information Line (a toll-free information line), the "BC Seniors' Guide" and a seniors' website. In some cases the public are still unaware of the many programs and services available to them. The Ministry continues to work with community partners to inform them of these services. Steady and significant increases in visits to the seniors' website indicate that the public are becoming more aware of the services offered.

Strategy

- Provide information about relevant services and programs for seniors.

Performance Results

Performance Measure	2005 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of visits per year to the Seniors' website	31,000	82,000	95,576	>90,000	108,483 EXCEEDED

Data Source: Ministry of Community Services.

Discussion of Results

The number of visits per year to the seniors' website has continued to increase since its launch in 2004. The number of visits to the seniors' website is an indicator of information inquiries, and provides the Ministry with a measure of the usefulness of this electronic resource. The intended outcome is that greater access to information will enhance seniors' opportunities to identify programs and services that will maintain, or increase, their active participation in society. The actual visits to the website exceeded the target set for 2007/08 and was 13 per cent higher than in 2006/07. Of the top 20 pages visited, 16 were portions of the 2006 "BC Seniors' Guide," indicating significant public use of this resource.

Ministry Response

The Ministry will continue to update the website and provide new material to ensure that it meets the needs of British Columbia's seniors and their families.

Report on Resources

2007/08 Resource Summary Table

Core Business Areas	2007/08 Estimated	Other Authorizations[1]	2007/08 Total Estimated	2007/08 Actual	Variance (Actual minus Total Estimated)
Operating Expenses ($000)					
Local Government	196,650	9,496	206,146	205,779	(367)
Women's, Seniors' and Community Services	55,838	0	55,838	54,713	(1,125)
Executive and Support Services	9,087	0	9,087	8,916	(171)
Total	**261,575**	**9,496**	**271,071**	**269,408**	**(1,663)**
Full-time Equivalents (FTEs)					
Local Government	96	0	96	94	(2)
Women's, Seniors' and Community Services	37	0	37	41	4
Executive and Support Services	70	0	70	75	5
Total	**203**	**0**	**203**	**210**	**7**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Local Government	725	0	725	110	(615)
Women's, Seniors' and Community Services	375	0	375	234	(141)
Executive and Support Services	880	0	880	941	61
Total	**1,980**	**0**	**1,980**	**1,285**	**(695)**[2]

[1] "Other Authorizations" include access to Contingencies of up to $10 million.

[2] Approximately 95 per cent of the Ministry's capital funding evelope is ear-marked for information technology assets to maintain client-centred service delivery, make the most effective use of resources, and expand operational efficiencies. During 2007/08, actual expenditures for information technology were significantly less than anticipated due to project delays on the Ministry's two key system projects.

Resource Summary

Government transfers to service partners accounted for 92.6 per cent of gross expenditures before external recoveries. Most of these transfers support local governments, as well as funding prevention and intervention services for women and their children fleeing abuse.

Salary and benefit costs for employees accounted for 5.2 per cent of Ministry expenditures, and other operating costs (i.e., information technology, building occupancy costs, and office expenses) accounted for the balance (2.2 per cent).

Annual Service Plan Report Appendices

Appendix A: Ministry Hyperlinks

Ministry of Community Services

www.cserv.gov.bc.ca

Ministry Organizational Chart

www.cserv.gov.bc.ca/Ministry/org_chart

Ministry of Community Services Key Legislation

www.cserv.gov.bc.ca/Ministry/legislation

Agencies, Boards and Commissions

www.cserv.gov.bc.ca/Ministry/agencies_boards_commissions

Appendix B: Ministry Contact Information

Local Government:

www.cserv.gov.bc.ca/lgd/index.htm

Policy and Research Branch

PO Box 9847 Stn Prov Govt
Victoria BC V8W 9T2
Telephone: 250 387-4050
Fax: 250 387-6212

Governance and Structure Division

PO Box 9839 Stn Prov Govt
Victoria BC V8W 9T1
Telephone: 250 387-4022
Fax: 250 387-7972

University Endowment Lands

5495 Chancellor Blvd
Vancouver BC V6T 1E2
Telephone: 604 660-1808
Fax: 604 660-1874

Intergovernmental Relations and Planning Division

PO Box 9841 Stn Prov Govt
Victoria BC V8W 9T2
Telephone: 250 387-4037
Fax: 250 387-8720

Infrastructure and Finance Division

PO Box 9838 Stn Prov Govt
Victoria BC V8W 9T1
Telephone: 250 387-4060
Fax: 250 356-1873

Appendix B: Ministry Contact Information (cont'd)

Women's, Seniors' and Community Services:

www.gov.bc.ca/cserv/

Community Partnerships Branch

PO Box 9837 Stn Prov Govt
Victoria BC V8W 9T1
Telephone: 250 387-0220
Fax: 250 387-1407

Community Programs Branch

PO Box 9899 Stn Prov Govt
Victoria BC V8W 9T9
Telephone: 250 356-9340
Fax: 250 356-0542

Seniors' and Women's Partnerships and Information Branch

PO Box 9825 Stn Prov Govt
Victoria BC V8W 9W4
Telephone: 250 953-4504
Fax: 250 356-0542

Ministry of
Economic Development

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia Ministry of Economic Development, see Ministry Contact Information on Page 27 or contact:

Ministry of Economic Development
PO BOX 9324
STN PROV GOVT
VICTORIA BC
V8W 9N3

or visit our website at
www.gov.bc.ca/ecdev

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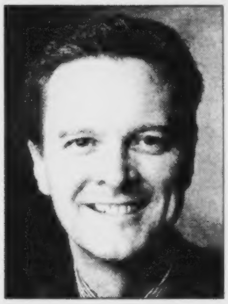

Message from the Minister and Accountability Statement

B.C.'s economy continued to grow this past year and our unemployment rate remained 1.2 per cent below the national average of 6.1 per cent as of March 2008. This was a positive year for the Ministry of Economic Development with many of our programs exceeding expectations.

The Ministry of Economic Development fulfilled its objectives in the 2007/08 Service Plan with a focus on workforce training and attraction, promoting British Columbia as the Pacific Gateway, and showcasing B.C. as a preferred place to live, work and invest.

Over the past year my Ministry implemented strategies to encourage migration, international partnership and skills training in British Columbia. Our strategies improved economic performance in a number of ways. We sought to increase the number of skilled workers in our province by assisting immigrants who wish to work here, by promoting our regional development trusts to bolster regional economic development, and by fostering a business climate that is conducive to investment while staying environmentally conscious.

Of the Government's Five Great Goals, my Ministry primarily focused on creating more jobs per capita than anywhere else in Canada. With an estimated one million job openings in the province over the next 10 years and only 650,000 people currently in B.C.'s K-12 school system, there will be 350,000 jobs that will need to be filled by workers from outside the province. Through programs like the Provincial Nominee Program and the WorkBC provincial action plan we are addressing the needs of our growing economy. Since 2001, British Columbia has created more than 420,000 net new jobs, and in 2007, reached the lowest rate in unemployment since records have been kept.

Our strategies are helping increase the number of people employed in the province, mainly by supporting efforts to improve the skill of workers with the demands of a growing economy and building boom, as well as by attracting workers through inter-provincial migration and international immigration.

To encourage B.C. to take advantage of this Pacific Century, my Ministry has focused on creating overseas representation in the Asia Pacific. We currently have trade and investment representatives in the China, Japan, South Korea, the United States and Europe, and we are working on creating placements in other countries as well. By realizing B.C.'s goal the province could see as much as $77 billion in increased trade and 255,000 new jobs by 2020.

The *2007/08 Ministry of Economic Development Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's 2007/08 Service Plan. I am accountable for those results as reported.

Honourable Colin Hansen
Minister of Economic Development

June 20, 2008

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Highlights of the Year

Asia-Pacific

- The British Columbia Provincial Nominee Program (PNP) has exceeded its 2007/08 target of attracting 1,730 skilled workers and entrepreneurs to B.C. In the past year, 1,881 skilled and business immigrants have made B.C. their home through the PNP; this exceeds the target by 151 people, or almost nine per cent. Since it was introduced in March 2001, over 4,770 skilled and business immigrants have been approved through the PNP.
- Economic Development delivered $1 million in funding to further improve international credential recognition programs in British Columbia. This initiative is part of a $3.1 million contribution from the Government of Canada's Foreign Credential Recognition Program. The funding supports innovative projects that facilitate the assessment and recognition of qualifications acquired in other countries.
- There were many positive results that came out of meetings between South Korean officials and senior B.C. leaders (including Minister Hansen's visit to South Korea in July 2007) as well senior level engagements with Chinese officials and companies (including Premier Campbell's visits to China in November 2006 and December 2007).
- In addition, a number of leading Asian companies are either actively investigating opportunities, or have made an investment in B.C. as a result of the increased awareness in Asia of B.C.'s Pacific Gateway advantages.
- There were also over a dozen incoming missions that the Ministry of Economic Development hosted during Fiscal Year 2007/08.

Labour

- In April 2007, the WorkBC Action plan and WorkBC.ca was launched. The Action Plan sets out a comprehensive approach for ministries from across government to work with business and industry to help address B.C.'s labour and skills shortages. In the past year, 13 government ministries have seen achievements under WorkBC, including two labour market agreements signed with the federal government, creation of nine regional skills councils to address regional skills shortage issues, contracts signed for delivery of 12 Targeted Initiative for Older Workers programs in communities experiencing an economic transition, $300,000 for Aboriginal student bursaries and 3,000 new apprenticeship training spaces funded through the Industry Training Authority.
- The Skills Connect for Immigrants Program exceeded its 2007/08 fiscal targets of individual assessments, career planning, training and mentoring to 1,500 skilled immigrants to help them obtain jobs in B.C. that match their pre-arrival skills. As of March 20, 2008, 1,587 clients were enrolled in the Skills Connect program this fiscal; 220 of those have already been

registered in the health sector which has only been part of the program since October 2007. Since Skills Connect services began in July 2006, over 2,400 skilled immigrants have benefited from the program.

- Teachers from British Columbia and Alberta have signed the Teacher Mobility Agreement (TMA). It allows two-way labour mobility for teachers. As of April 1, 2008, teachers from Alberta's public and independent schools will be able to teach in British Columbia's schools and vice versa. The TMA comes one full year ahead of April 1, 2009 deadline for full labour mobility under the British Columbia — Alberta Trade, Investment and Labour Mobility Agreement (TILMA).

First Nations Economic Development

- Journey to Economic Independence: "B.C. First Nations' Perspectives," a joint report between the Province of B.C. and the First Nations Leadership Council (FNLC), was released in February 2008. The project was developed in collaboration with the First Nations Leadership Council and the Ministry of Economic Development, and will contribute to progress under the New Relationship and the tripartite Transformative Change Accord of 2005. What differentiates the project from similar initiatives is that the best practices revealed were identified by economic development leaders in First Nations communities and ratified by First Nations participants.

The Industry Training

- The Industry Training Authority (ITA), established in 2004 to oversee and expand B.C.'s industry training and apprenticeship system, has passed another milestone in its goals to increase the supply of skilled workers in the trades. Minister Colin Hansen was at Thompson Rivers University in Kamloops in November 2007 to recognize the 10,000th apprenticeship employer. The Industry Training Authority works with industry and employers, trainees and apprentices, labour unions and training providers to meet industry's current and future training needs. As of March 31, 2008, in B.C., there are over 39,700 apprentices/trainees registered with ITA, up 171 per cent since 2004; 10,522 employers, up 56 per cent; and 5,481 youth participants taking part in programs such as ACE IT and the Secondary School Apprenticeship program, up 536 per cent since 2004.

2010 Olympics

- The B.C. Secretariat has the lead role in operating the British Columbia Canada Pavilion in Beijing, China. From May through September 2008, the Pavilion expects to welcome 400,000 visitors from around the world looking to learn more about opportunities British Columbia has to offer.
- The 2010 Commerce Centre opened its doors in May 2007 at Robson Square in downtown Vancouver. The 2010 Commerce Centre has hosted over one hundred eighty-five 2010 Business Opportunities Workshops and 25 Think Asia-China Workshops to over 6,000 people in total.

- The B.C. Secretariat organized the Province of British Columbia's 2010 Business Summit — which attracted over 600 people from the international business community.
- The 2010 Speakers Bureau — which helps connect communities with speakers to share the opportunities of the 2010 Winter Games — helped reach over 50,000 people in every economic region of British Columbia, as well as North America and overseas.
- A $1.6-million sponsorship agreement between the Province and GE will help re-open the outdoor ice skating rink at Robson Square in time for the 2010 Winter Games.
- The B.C. Secretariat continued to oversee British Columbia's $600 million financial commitment toward the hosting of the 2010 Olympic and Paralympic Winter Games.
- The B.C. Secretariat continued to lead all cross government initiatives to ensure British Columbians receive the maximum benefit from hosting the 2010 Winter Games.

Rendered view of exterior of B.C. Canada Pavilion in Bejing 2008.

Purpose of Ministry

The Ministry of Economic Development is dedicated to helping build a strong provincial economy that supports job creation and maximizes economic opportunities for citizens throughout the province. The Ministry facilitates economic growth and diversification of provincial and regional economies, wealth and job creation. The Ministry is committed to working with First Nations communities, Aboriginal people, local communities and regions as well as industry, education and non-governmental organizations.

The Ministry's activities include marketing and promoting British Columbia to expand trade and investment opportunities, increase sales and exports of goods and encourage immigration to address labour supply issues that affect our competitiveness. The Ministry works in partnership with other ministries and the private sector to identify and address economic competitiveness issues. Removing barriers to trade, investment and labour mobility, increasing diversification of the provincial economy and regional economies, and providing infrastructure funding are key components to fuelling sustained economic growth throughout the province. The Ministry is also responsible for providing leadership and overseeing the Province's financial commitments for hosting the 2010 Olympic and Paralympic Winter Games and ensuring the economic and social benefits of the games are maximized.

The Ministry is directly responsible for the Asia Pacific Initiative, a government and provincewide strategy released in April 2007. This initiative was developed to ensure that B.C.'s efforts are strategically oriented toward the economic, social and cultural opportunities represented by the Asia-Pacific region. The Ministry is taking both leadership and supporting roles in ensuring that this significant undertaking is successful in achieving the greatest possible growth.

> *"I believe that what governments can do is plan for prosperity and facilitate the process. We'll pave the way for British Columbians who stoke the engines of economic growth."*
>
> — Minister Hansen, speech to Vancouver Board of Trade, October 12, 2007

Strategic Context

Key Opportunities

Asia-Pacific: British Columbia is Canada's gateway to the growing Asia-Pacific region. Establishing British Columbia as the pre-eminent trade and cultural hub between Asia and North America will ensure all British Columbians benefit from our growing relationship with and proximity to the Asia-Pacific. Asia's dramatic demographic changes have created a demand for not only our traditional resource products, but also new products and services such as urban infrastructure design, planning and development, engineering, clean energy, health care, and tourism — all areas where British Columbia has expertise and a competitive advantage.

Economic Expansion: Provincial economic growth is measured by the increase in gross domestic product (GDP). When B.C.'s GDP rises, it reflects an increase in the production of goods and services as well as increased earnings for workers. A greater increase in GDP means a better outlook for the provincial economy. That gives the province increased opportunity to attract additional trade and investment and workers to support that growth. B.C.'s economy has continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offsets the weaknesses present in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This is the lowest annual rate of unemployment in more than 30 years.

Labour Market and Trade: Implementation of provincial initiatives aimed at trade, investment and labour markets, the workforce and the economy will advance the growth of skilled, diversified and well-paying jobs for British Columbians. The Province must make good use of all labour market resources, especially under-utilized workers such as those with disabilities, Aboriginal people, skilled immigrants, women, mature workers and those who lack training. There is also the need to recruit skilled workers from other countries to meet provincial labour force needs. The broadly recognized success of the British Columbia – Alberta Trade, Investment and Labour Mobility Agreement encourages other provinces, territories and the federal government to build more open and competitive markets for the benefit of all consumers, workers, businesses and investors.

New Relationship: The Province recognizes that British Columbia's full potential will only be realized when Aboriginal people participate fully in the social and economic life of the province. The Ministry of Economic Development is working with First Nations leadership, First Nations communities, the Métis Nation in British Columbia and other Aboriginal organizations to increase economic opportunities and the participation of First Nation communities in building their own economies and participating fully in regional and provincial economies.

2010 Olympic and Paralympic Winter Games: By leveraging the relationships developed with other Olympic host governments at BC Canada Place in Torino, Italy, the BC Secretariat has been able to secure a 23,000 square foot [2,300 square metre] facility in Beijing which it is developing into the B.C.-Canada Pavilion. This Pavilion will be open from May to September 2008 and will create unparalleled international exposure for British Columbia and open up new opportunities for trade, investment and business development before, during and after the Beijing 2008 Olympic Games. More than 30 B.C. and Canadian business delegations are planning to use the Pavilion during the time it will be open in Beijing.

Knowledge-Based Industries: The Province has invested $1.5 billion over the past three years to support research activities at British Columbia's universities, university colleges and other institutes. To maximize these investment dollars, the Ministry works to promote research opportunities available in the province in order to attract further investment and accelerate the commercialization of British Columbia-based research.

Key Challenges

Export Growth Strongly Rooted in Resource Industries: Nearly 80 per cent of British Columbia exports to other countries and 50 per cent of exports to other provinces are goods-based. Growth in export diversity, particularly strengthening service sector exports, will help balance the strong cyclical forces common in goods industries.

Skill Shortages and Demographics: British Columbia's robust economic growth and record high employment rate have increased the shortage of highly-skilled people that businesses need to grow and expand. In order for business and industry to meet their labour force needs, they will have to tap into all sources of workers in B.C. Immigration is a key source of new labour force growth in B.C. and will continue to be for the next decade.

Weak U.S. Economy: While B.C. relies less on the U.S. for exports (49 per cent) than other parts of Canada (67 per cent), the on-going sub-prime mortgage crisis and prospect of recession in the United States poses a real challenge. This is especially the case in the lumber sector, which represents 39 per cent of B.C. exports. Given a weak foundation for recovery and expansion in the U.S. economy, a quick rebound for this sector is unlikely.

Strong Canadian Dollar: Appreciation of the Canadian dollar has both positive and negative impacts. B.C. companies with revenues in U.S. dollars find their profits squeezed as the foreign currency from exports buys fewer Canadian dollars to cover costs, while companies that utilize imports benefit from steadily falling prices. Most of the resource-based industries, with the exception of forests products, have been insulated from the negative impacts by stronger commodity prices.

Access to Venture Capital: British Columbia traditionally has not had access to the level of venture capital that reflects our potential for growth. Attracting additional investment and managerial experience to build world class technology companies is essential for creating a mature and sustainable venture capital marketplace in B.C. This in turn ensures that companies can grow and the benefit of that growth remains in B.C.

Report on Performance

Performance Plan Summary Table

Goal 1: British Columbia is recognized globally as a preferred place to live, work, invest and do business, and as a key gateway for commerce on the Pacific Coast For greater detail see pages 14 to 17	**2007/08 Target**	**2007/08 Actual**
1.1 Increased recruitment and accelerated permanent resident status for skilled workers and business investors		
Number of new immigrants attracted to B.C. under the Provincial Nominee Program	Strategic: 1,600	1,820 EXCEEDED
	Business: 130	61 NOT ACHIEVED
Number of new investments attracted to B.C. assisted by the Ministry and new jobs created	8 projects	16 projects EXCEEDED
	800 new jobs	300 new jobs NOT ACHIEVED
1.2 Increased venture capital and foreign direct investment to expand and diversify business opportunities in B.C.		
Percentage of Canada's venture capital dollars invested in B.C. and the amount of foreign capital invested	13% - $248 M	15% - $309 M EXCEEDED
	32% - $75 M	31% - $93 M EXCEEDED
Number of business opportunities identified	300	306 EXCEEDED
Number of new or expanded ventures in B.C.	165	181 EXCEEDED

Goal 2: All British Columbians live in prosperous regions and are able to achieve their economic potential For greater detail see pages 18 to 20	**2007/08 Target**	**2007/08 Actual**
2.1 Advanced economic growth, and enhanced business competitiveness and productivity in every sector in every region		
Industry investment projects, assisted by the Ministry, invested $ value and new jobs created	$7.5 B 8,000 jobs	$9.6 B 10,000 jobs EXCEEDED
Federal, municipal and private funds invested to match provincial investment in community infrastructure	$35 M Provincial funds $70 M leveraged	$55 M Provincial funds $90 M leveraged EXCEEDED

Goal 3: B.C .hosts a successful Vancouver 2010 Olympic and Paralympic Winter Games that create a legacy of economic benefits for the province For greater detail see pages 21 to 23	**2007/08 Target**	**2007/08 Actual**
3.1 The province's financial commitments to the 2010 Olympic and Paralympic Winter Games are met		
Success rate in meeting milestones of the provincial commitments to the 2010 Winter Games	On time, on budget	On time, on budget ACHIEVED
3.2 2010 Olympic and Paralympic Winter Games business opportunities and jobs are maximized throughout the province		
Cumulative total of businesses registered for the 2010 Olympic and Paralympic Winter Games procurement opportunities	5,000	7,400 EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: B.C. is recognized globally as the preferred place to live, work, invest and do business, and as Canada's Pacific Gateway

Objective 1.1: Increased recruitment and accelerated permanent resident status for skilled workers and business investors

This objective focuses on maximizing the benefits of immigration by attracting and retaining immigrants and enabling permanent resident status for skilled professionals and business investors. It is also aimed at promoting the province's advantages and opportunities in order to increase trade and investment in high-growth, high-opportunity sectors.

Strategies

- Increase international marketing activities to attract qualified business immigrants and provincial nominees.
- Expand the B.C. Provincial Nominee Program and reduce processing time for applicants.
- Recruit additional internal advisors resulting in more in-house immigration specialists.
- Work with key partners as identified in the Asia Pacific Initiative.
- Lead international activities with other western provinces through the Western Trade Secretariat.
- Leverage opportunities from the 2010 Olympic and Paralympic Winter Games to raise awareness and increase commerce for B.C.

Performance Results

Performance Measures	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of new immigrants attracted to B.C. under the Provincial Nominee Program: • Business • Strategic Occupations /Skilled Workers 1	Business: 100 Strategic: 1,100	Business: 78 Strategic: 1,254	Business: 130 Strategic: 1,600	Business: 61 NOT ACHIEVED Strategic: 1,820 EXCEEDED
Number of new investments attracted to B.C. assisted by the Ministry and new jobs created	6 projects 600 new jobs	NA	8 projects 800 new jobs	16 projects [2] EXCEEDED 300 new jobs NOT ACHIEVED

[1] Ministry of Economic Development, PNP statistics. Numbers are for principal applicants and do not include applicants' spouses and dependants.

[2] Reported data are purposely conservative and are likely low estimates — see Discussion of Results.

Discussion of Results

Number of Immigrants attracted to B.C. under the Provincial Nominee Program

The British Columbia Provincial Nominee Program (PNP) helps B.C. employers to recruit and retain skilled foreign workers, and also offers a business immigration alternative to the federal entrepreneur and investor program. This measure reports on the Province's success in attracting business immigrants and skilled workers under PNP. The continuing strong performance of B.C.'s economy and a significant expansion of the B.C. PNP have had a positive impact on the result for the skilled worker category of the program, which significantly exceeded the target and baseline figures. The result for the much smaller business immigration category of the program was below the target and baseline figures, reflecting a re-allocation of program resources to address increasing shortages of skilled workers, as well as competition for business immigrants from other provincial and federal programs and from other countries. The Ministry introduced significant changes to the business immigration component of the PNP in 2007/08, which are expected to improve the future performance of this program category.

Number of new investments attracted to B.C. assisted by the Ministry and new jobs created

Reported data are purposely conservative and are likely low estimates. Private companies generally avoid reporting their employment, cost and revenue figures. Therefore, there is no reliable system that collects and reports aggregate investment results of foreign investors at the Provincial level. The Ministry of Economic Development generally engages foreign investors at the earliest exploratory stages of their investment interests. The Ministry explains British Columbia's competitiveness as a business location, provides extensive information on regulatory requirements and assists prospects with a myriad of issues. Referrals are often made to professional service providers to address complex, technical requirements. An investor typically takes over one year to advance from initial enquiry to an investment decision. As the process proceeds, reliance on government information sources tends to end while the role of specialists in the private sector expands.

Ministry Response

The Ministry will continue to aggressively promote and expand the British Columbia Provincial Nominee Program to ensure that the province continues to attract the skilled workers and business immigrants it needs to support continued job creation. The 2008/09 *B.C. Budget* announced increased funding of $7 million over three years for the PNP to attract a total of 15,700 skilled and business immigrants between 2008/09 and 2010/11.

The measure of number of new investments attracted to B.C. assisted by the Ministry and new jobs created has been eliminated from the *2008/09–2010/2011 Service Plan* due to a lack of available data.

Objective 1.2: Increased venture capital and foreign direct investment to expand and diversify business opportunities in B.C.

This objective is aimed toward increasing the overall amount of private sector venture capital available to British Columbia small and mid-sized businesses. Venture capital firms and angel investors (which generally become involved in early-stage businesses or business concepts), are important components in the growth of successful innovative businesses in B.C.

Strategies

- Increase venture capital investments through enhanced and targeted international campaigning.
- Streamline delivery and implementation of venture capital programs.
- Enhance existing venture capital programs by strategically providing access to capital to entrepreneurs and innovative companies.
- Engage British Columbia representatives to undertake foreign investment attraction and trade promotion activities.
- Build stronger partnerships with key players active in Asia-Pacific marketing and international business development.

Performance Results

Performance Measures	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of Canada's venture capital dollars invested in B.C. and the amount of foreign capital invested[1,2]	12.5% - $225 M[3] 30% - $70 M	NA	13% - $248 M 32% - $75 M	15% - $309 M Exceeded 31% - $93 M Exceeded
Number of business opportunities identified	190	NA	300	306 Exceeded
Number of new or expanded ventures in B.C. (annual)	145	NA	165	181 Exceeded

[1] British Columbia competes with other provinces for venture capital. The appropriate level of foreign venture capital for investment in B.C. is currently being determined through consultation with stakeholders during the development of the Provincial Technology Strategy. The level of 30 per cent of annual supply is the current target to be maintained. This figure is subject to change pending the outcome of the consultation process.

[2] Source: Thompson Venture Economics.

[3] Total value of venture capital investment in B.C., and also expressed as a percentage of Canadian venture capital dollars invested in B.C. (2005).

Discussion of Results

For the third year in a row, venture capital investment in British Columbia has continued to expand. This includes an increase in the overall foreign capital invested in our knowledge-based sectors — reflecting investor confidence in our companies. The province saw an increase in the dollar amount of foreign capital investment, despite receiving slightly less than the projected share, due to a rise in total capital being invested overall in British Columbia by resident investors. B.C. received 20 per cent of all of the Canadian investment for the life sciences sector and 59 per cent of venture capital invested in environmental technologies in the country.

British Columbia is blessed with a strong and diverse base of entrepreneurs and world class businesses. Investors from abroad are attracted to B.C. by our competitive business climate in terms of tax rates, educated workforce, excellent infrastructure, competitive cost environment, abundant natural resource endowments and exceptional quality of life. Forecasts for the future indicate continuing prosperity and growing venture capital investment in B.C. companies.

Ministry Response

All of the targets set out for venture capital and foreign direct investment in B.C. companies were either met or exceeded. For the *2008/09–2010/11 Service Plan*, the measure of B.C.'s share of Canada's total venture capital dollars and amount of foreign capital investment has been refined in order to be referenced to objective industry sources and to better reflect activities and results that can be attributed to the Ministry programs and services. The performance measures for new business opportunities identified and number of new or expanded ventures have been eliminated.

Goal 2: All British Columbians live in prosperous regions and are able to achieve their economic potential

Objective 2.1: Advanced economic growth, and enhanced business competitiveness and productivity in every sector and region

This objective focuses on fostering economic growth and diversification and improving the province's business competitiveness in all provincial regions and sectors. The Ministry provides assistance for infrastructure development across the province and partners with governments and the private sector to advance growth and diversification, particularly within regional communities.

Strategies

- Follow up on the work of the B.C. Competition Council to examine government and private sector issues affecting industry competitiveness.
- Work with key partners and investors in communities to facilitate economic development on the ground.
- Begin implementation of the British Columbia Alberta Trade, Investment and Labour Mobility Agreement and continue to work to remove barriers to inter-provincial trade through the Premier's Council of the Federation, the existing national Agreement on Internal Trade, and other negotiations.
- Lead the implementation of economic initiatives that support government strategic priorities and advance key sectors.
- Lead the facilitation and negotiations across government of major industry investment projects.
- Liaise with the regional economic development trusts.
- Strengthen federal and provincial relationships in headquarters and the regions to enhance and continue the delivery of joint funding programs.
- Work with the Ministry of Forests and Range Emergency Response Team and Beetle Action Coalitions to support economic development and diversification in communities impacted by the Mountain Pine Beetle.
- Work with the Industry Training Authority and employers to increase the number of apprentices in the province. *Note: this strategy relates to measures that are reported in the Industry Training Authority Service Plan.

Performance Results

Performance Measures	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Industry investment projects, assisted by the Ministry, investment dollar value and new jobs created	$7.5 B 8,000 new jobs	$9.1 B 11,512 new jobs	$7.5 B 8,000 new jobs	$9.6 B 10,000 new jobs EXCEEDED
Federal, municipal and private funds invested to match provincial investment in community infrastructure[1]	$10 M[2] Provincial funds $20 M leveraged	$93 M Provincial funds $210 M leveraged	$35 M Provincial funds $70 M leveraged	$55 M Provincial funds $90 M leveraged EXCEEDED

[1] Expenditures resulting from the programs administered are used to support the construction or improvement of a wide range of recreation, community and transportation infrastructure. These disparate categories result in diverse outcomes that cannot be captured by an all encompassing measure.

[2] The conclusion of the Olympic/Paralympic Live Sites Program and the Major Post-Secondary Sports Training Facilities Initiative as of March 31, 2008, will result in changes to the Benchmark figure from the *2006/07 – 2008/09 Service Plan.* Based upon the 2006 federal budget commitment for a new larger Municipal Rural Infrastructure Fund, yet to be negotiated, the 2008/09 and 2009/10 figures may be revised upward.

Discussion of Results

Industry Investment projects, assisted by the Ministry, investment dollar value and new jobs created

The Ministry works with major industry investors to clarify regulatory requirements and provide an initial single contact point where more than one regulatory agency is involved. The Ministry also engages with key agencies and proponents, advises on approaches to work with First Nations and assists in project and agency specific issue resolution to move projects ahead. This measure shows the total jobs created and investment value if the project becomes operational.

The target of $7.5 billion in industry investment projects was exceeded by $2.1 billion, totaling $9.6 billion in industry investment in the province. Job creation through these Ministry assisted projects also surpassed its target by more than 2,108 new jobs.

Ministry assistance ranges from providing direct information on government programs and services to investors, assisting the investor to prepare for and complete required regulatory processes, providing advice on relationship with First Nations, and problem solving and issues resolution to move projects forward. The decision to invest remains with the investor.

Federal, municipal and private funds invested to match provincial investment in community infrastructure

This measure gauges the success of the Ministry in maximizing provincial contributions by leveraging federal, municipal and private funding to support regional development projects such as community facilities and infrastructure. 2007/08 results exceeded the targets set, but are lower than the previous year due to the conclusion of the Canada/British Columbia Infrastructure program and roll out of the new Canada/British Columbia Municipal Rural Infrastructure Fund program.

Exceeding the target figure is a reflection of successful completion of projects by the award recipients. This is a result of the detailed technical analysis of funding requests undertaken by the Infrastructure Development Branch that ensures only those applications from groups most able to commence their projects in a timely manner are brought forward for decision.

Ministry Response

The measure of investment dollars and jobs created by industry investment projects, assisted by the Ministry has been eliminated from the *2008/09–2010/2011 Service Plan* as the Ministry does not make decisions leading to these outcomes.

Objective 2.2: Increased foreign workers entering the workforce and accelerated credential assessments for new trades/professions

Reducing the time it takes to assess credentials of foreign workers will accelerate credentialing and expedite placing new Canadians in skilled jobs. The degree to which skill shortages are averted will help ensure the province has a skilled workforce and be a large determinant of B.C.'s future economic prosperity and social health.

Strategies

- Work with the federal government and professional organizations to increase jobs and speed up credential recognition processes for new Canadians in trades/professions.
- Work with other ministries, agencies and labour market partners to lead the development and implementation of provincial labour market initiatives.
- Assist new immigrants to overcome barriers to employment through the B.C. Skills Connect for Immigrants program.

The following measure will be presented in the *2008/09–2010/11 Service Plan*:

Number of clients served through the Skills Connect for Immigrants Pilot Program

The Skills Connect for Immigrants Pilot Program is designed to assist skilled immigrants to fully utilize their skills and training in the British Columbia labour market. The program helps to ensure that immigrants have the tools to navigate an unfamiliar labour market and overcome barriers they face in finding jobs that match their current qualifications and experience. It is anticipated that 1,700 new clients will be served by Skills Connect in fiscal year 2008/09. Upon completion of the program, clients are contacted by an external evaluator to measure labour market attachment results and the impact of Skills Connect on the B.C. economy.

Goal 3: B.C. hosts a successful Vancouver Olympic and Paralympic Winter Games that create a legacy of economic benefits for the Province

Objective 3.1: The Province's financial commitments to the 2010 Olympic and Paralympic Winter Games are met

The Secretariat's primary role is to provide strategic leadership, co-ordination and oversight to ensure the Province meets its financial, infrastructure and service commitments for the 2010 Winter Games.

Strategies

- Ensure the province's financial commitments to the 2010 Winter Games do not exceed the approved budget.
- Oversee and monitor legal structures and funding mechanisms to support Games related initiatives.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Success rate in meeting milestones, on time and on budget, of the provincial commitments to the 2010 Winter Games	On time, on budget	On time, on budget	On time, on budget	On time, on budget ACHIEVED

Data Source: Government of British Columbia fiscal budgets and public accounts.

Discussion of Results

The 2010 Olympic and Paralympic Winter Games Secretariat is the primary provincial organization responsible for ensuring British Columbia's investment in the 2010 Winter Games results in an event that is on time and within the approved budget.

This measure assesses whether project management is within standard provincial accounting and financial management practices. Performance measures assess the effectiveness of providing oversight and following the provincial financial management framework in managing the $600 million funding envelope and meeting the milestones of the provincial commitments.

Expenditures made on individual components were within the established budget. With this fiscal year's actual funding of $68 million, the Province has funded 57 per cent of the $600 million commitments to date and is on track to fulfill its financial commitments to the 2010 Winter Games.

Ministry Response

This measure was eliminated from the *2008/09–2010/11 Service Plan* as this is reported on through the following processes and reports:

- The annual progress reports published by the B.C. Secretariat.
- The audit reports issued by the Office of the Auditor General of British Columbia on the progress of the 2010 Winter Games.
- The annual public accounts reports published by the Office of the Comptroller General on the funding status of the province's $600 million Winter Games Commitments.

Objective 3.2: 2010 Olympic and Paralympic Winter Games business opportunities and jobs are maximized throughout the Province

The Secretariat plays a key role in ensuring that opportunities associated with hosting the 2010 Winter Games are identified early and realized before, during and after the 2010 Winter Games and that these opportunities evolve into enduring legacies for communities around the province.

Strategies

- Work with lead agencies and partners to provide tools and information for communities and businesses, using such tools as the 2010 Commerce Centre to pursue 2010 Winter Games related opportunities.
- Provide timely and effective issues management within the province and among partners and stakeholders.
- Act as a co-ordination hub for provincial activities, projects and key relationships related to the 2010 Winter Games. Develop and deliver tools for community and stakeholder outreach.

Performance Results

Performance Measure	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Cumulative total of businesses registered for the 2010 Winter Games procurement opportunities	3,000	4,300	5,000	7,400 EXCEEDED

Data Source: 2010 Commerce Centre Registration Database.

Discussion of Results

This measures the effectiveness of the outreach programs to British Columbia businesses for the 2010 Olympic and Paralympic Winter Games by calculating the cumulative total of businesses registered for the procurement opportunities advertised by the 2010 Commerce Centre. B.C. and Canadian businesses are able to register and receive directed information on arising business opportunities. This measure is important because it reflects the success of the 2010 Commerce Centre to engage B.C. businesses and communities.

The 2007/08 target was exceeded by an additional 48 per cent, due greatly to the success of B.C. Secretariat's outreach programs such as the 2010 Business Opportunities workshops, Think Asia workshops, 2010 Business Summit, and the 2010 Business Network.

Report on Resources

This section provides information on the Ministry's operating expenditures, full time equivalent (FTE) staff allocation, and capital expenditures for 2007/08. The table below and on the following page summarizes operating information for each core business area and is consistent with the Ministry's *2007/08–2009/10 Service Plan.*

Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Marketing and Promoting British Columbia	12,039		12,039	11,246	(793)
Enhancing Economic Development (includes special account)	141,264		141,264	159,992	18,728
2010 Olympic and Paralympic Winter Games Secretariat	100,377		100,377	75,891	(24,486)
Executive and Support Services	12,562		12,562	15,866	3,304
Adjustment of Prior Year Accrual	0		0	(175)	(175)
Total	**266,242**		**266,242**	**262,820**	**(3,422)**
Full-time Equivalents (FTEs)					
Marketing and Promoting British Columbia	55		55	56	1
Enhancing Economic Development (includes special account)	54		54	61	7
2010 Olympic and Paralympic Winter Games Secretariat	29		29	32	3
Executive and Support Services	30		30	39	9
Total	**168**		**168**	**188**	**20**

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Marketing and Promoting British Columbia	90		90	70	20
Enhancing Economic Development (includes special account)	50		50	111	(61)
2010 Olympic and Paralympic Winter Games Secretariat	216	479	695	448	247
Executive and Support Services	130	310	440	646	(206)
Total	**486**	**789**	**1,275**	**1,275**	**0**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Cariboo Regional Office

Ministry of Economic Development
200 – 1488 Fourth Avenue
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Kootenay Regional Office

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Northeast Regional Office

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Northern Gateway Office

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Ministry of
Education

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Education
see Ministry Contact Information on Page 35 or contact:

Ministry of Education
PO BOX 9146
STN PROV GOVT
VICTORIA BC
V8W 9H1

or visit our website at
www.bced.gov.bc.ca

Published by the Ministry of Education

Message from the Minister and Accountability Statement

In 2001, our government set out a plan to work with educators, students and parents to ensure a high level of student achievement. We have made significant progress towards our goal of making B.C. the best-educated, most literate jurisdiction on the continent.

Through new and existing programs, we are committed to improving student achievement. In recent international testing, British Columbia placed well in math, reading and literacy. In 2006, B.C. placed fourth in the world in science, sixth in reading and thirteenth in math. And our grade fours are performing strongly on the international stage as well. B.C. was recognized as one of the top five jurisdictions in the world in the PIRLS assessment of reading literacy. To continue to build on these achievements, we are investing more than ever before in our students and schools.

Since 2001 our government has spent more than $137 million on improving the literacy rate for all our citizens. We have just announced the Immigrant Parents as Literacy Supporters (Immigrant PALS) program for immigrant families and pre-school aged children who have been in Canada for up to three years. This program helps families who are new to British Columbia connect with their child's school.

As part of the provincial literacy plan ReadNow BC, we are establishing StrongStart BC centres throughout the province. These centres use under-utilized space in schools to help pre-schoolers develop linguistically, physically, emotionally and socially, setting them up for success in school. Currently, more than 85 StrongStart BC centres are operating in every corner of the province.

Our goal is to lead the way in North America in healthy living and physical fitness, and that starts with our youngest British Columbians. Starting in September, we are mandating 30 minutes of daily physical activity for all students, removing junk food from school vending machines and providing schools with tools to help their students make healthier choices.

B.C. is focused on leading the world in sustainable management, and education and schools play an important role in supporting this goal. B.C. schools will be built to LEED standards helping to reduce their carbon footprint. In addition, our students are taking an active role in preserving our environment through programs like Ecokits and the McTavish School Recycling System.

The Province is focusing on improving Aboriginal achievement. We are making curriculum more relevant to students. This year our Aboriginal curriculum has expanded to include English First Peoples 12 and First Nations Studies 12. The ministry is also signing Aboriginal

Education Enhancement Agreements with districts and Aboriginal communities to establish a collaborative partnership to set specific goals to improve student achievement. These agreements are the first of their kind in Canada.

The Ministry of Education's *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08–2009/10 Service Plan.* I am accountable for those results as reported.

Shirley Bond

Honourable Shirley Bond
Minister of Education and Deputy Premier
Minister Responsible for Early Learning and Literacy

June 20, 2008

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Purpose of Ministry

The Government of British Columbia has set a goal to make B.C. the best-educated, most literate jurisdiction on the continent, and the Ministry leads this initiative. The Ministry provides leadership and funding, develops policy and legislation, oversees system governance, sets results-based standards, develops accountability frameworks, monitors performance and reports results for the K-12 education system. In 2005, literacy, early learning and public libraries were added to the Ministry mandate.

The Ministry of Education provides services to children and families accessing early learning services, students in the K-12 education system, and adults completing their secondary schooling, upgrading their skills and using public library services. The roles and responsibilities of the Ministry and its partners are set out under the *School Act*, the *Teaching Profession Act*, the *Independent School Act*, the *Library Act* and accompanying regulations.

In partnership with boards of education, the Ministry of Education provides early learning services to children (before they enter school) and their families through initiatives such as StrongStart BC centres. The K-12 education system serves approximately 582,000[1] public school students, approximately 69,000 independent school students and almost 2,800 home-schooled children. Of the public school students there are about 59,000 students who are Aboriginal, and about 4,000 students (who have a Charter right to a Francophone education) who are enrolled in Conseil scolaire francophone de la Colombie-Britannique.[2] The Ministry of Education provides funding for adults for basic literacy and numeracy instruction to complete secondary school graduation requirements and for instruction for adults who are secondary school graduates and who wish to upgrade their skills.

The Ministry of Education is committed to ActNow BC and comprehensive school health. This approach recognizes that healthy children are better able to learn and that schools can directly influence children's health.

In support of the Government of British Columbia's goal to lead the world in sustainable environmental management, the Ministry of Education is working with the BC Climate Action Secretariat and collaborating with other government agencies, boards of education and independent school authorities and the private sector to establish and co-ordinate specific initiatives, strategies and programs to enhance environmental sustainability.

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[1] This figure represents a student head count for the 2007/08 school year.

[2] Each year the Ministry collects information about the B.C. education system and produces student enrolment, teacher and school facility statistics at the school, district and provincial level. For more detailed information, please visit: www.bced.gov.bc.ca/reporting/enrol/student.php.

The Ministry achieves its goals through collaborative relationships with its partners.[3] These partners include boards of education and independent school authorities, public libraries, community literacy organizations, First Nations representatives, and provincial ministries and agencies.

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[3] www.bced.gov.bc.ca/annualreport/2007/educ_part.pdf.

Strategic Context

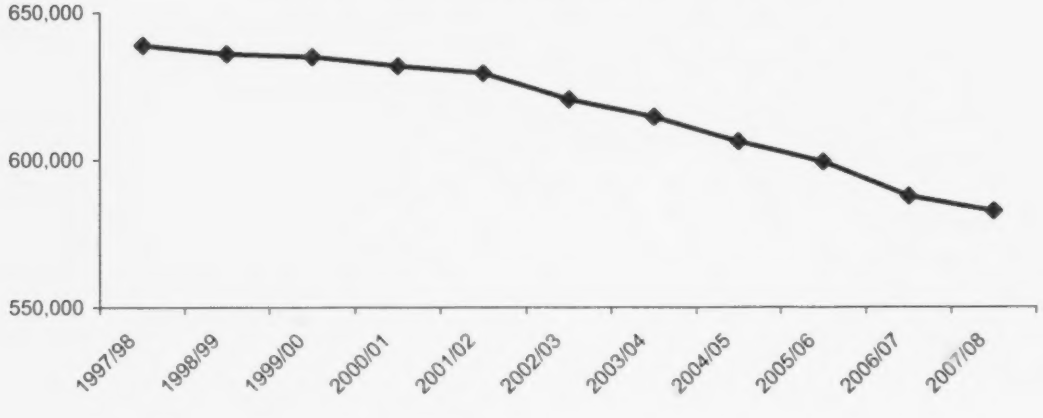
Like any large organization, the Ministry of Education is influenced by the social, economic, and contextual factors that are part of everyday life in British Columbia. Factors such as the number and location of students, an aging population, labour relations, children's health, and the special needs of children all impact the education system.

Examination of the Ministry's risks and opportunities helps to identify those factors that are likely to affect the Ministry's success in achieving its goals, and allows the Ministry to take advantage of opportunities or to take steps to minimize negative impacts.

Social Factors

- British Columbia's students perform very well compared to other Canadian and international jurisdictions.
- Despite this overall high performance, the education system does not perform well in serving some groups — Aboriginal students are the most visible example. There is still a significant difference in the achievement levels of Aboriginal and non-Aboriginal students.
- Shifting Enrolment[4] — Enrolment in the K-12 education system has declined by more than 50,000[5] students since 2000/01. Despite this decline, there has been a trend toward increasing enrolment in year-round learning opportunities as evidenced by enrolment in online learning, courses offered in the summer, and adult education.

Number of Public School Students 1997/98 - 2007/08



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[4] For additional public and independent school student data, please visit: www.bced.gov.bc.ca/reports/pdfs/student_stats/prov.pdf.

[5] This figure represents funded school-age and adult FTEs.

- The number of children identified in special needs categories that qualify for supplemental funding has increased by more than 2,300 in the last five years (from 19,272 in 2003/04 to 21,612 in 2007/08).
- There are a significant number of children (29.6 per cent) who are not ready for school when they start Kindergarten — this results in students who are likely to have difficulty in school in the future.[6]
- A growing number of our students require English as a Second Language (ESL) services — almost an additional 3,700 students between 2002/03 and 2007/08.
- Over one million adult British Columbians, approximately 40 per cent, do not have the ability to understand and employ printed information in daily activities, according to the International Adult Literacy and Skills Survey.[7]

Economic Factors

- B.C.'s economy is booming and as a result, entry level workers are in high demand. This factor may have an impact on the secondary school completion rate, transition to post-secondary education and the skills that are required of workers to participate in the workforce.
- Alberta and British Columbia have an agreement to remove barriers to trade, investment and labour mobility between the two provinces. The agreement creates the second-largest economic region in Canada.[8]

Contextual Factors

- The Transformative Change Accord was signed by the Government of British Columbia, the First Nations Leadership Council and the Government of Canada in November 2005. The accord sets out to close the social and economic gap that exists between First Nations and other British Columbians in health, housing, education and economic opportunities.
- The Province of B.C., the First Nations Education Steering Committee and Canada signed the Education Jurisdiction Framework Agreement in July 2006. Through this agreement, and subsequent Federal enabling legislation, Canada has recognized First Nations' power to make laws over education on their own lands. B.C.'s legislation formally recognizes that right and enables boards of education and independent schools to enter into education agreements with participating First Nations.

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[6] The British Columbia Atlas of Child Development (Human Early Learning Partnership); Paul Kershaw, Lori Irwin, Kate Trafford, and Clyde Hertzman. 2005. www.help.ubc.ca/bc-atlas-child-development.htm

[7] www.statcan.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=4406&lang=en&db=IMDB&dbg=f&adm=8&dis=2

[8] For more information about the Trade, Investment and Labour Agreement, please visit: www.tilma.ca/.

- British Columbia is seeking to expand Canada's gateway to the Pacific by building stronger relationships with Asia-Pacific nations though initiatives such as inter-modal transportation links, cultural exchange opportunities, and educational partnerships.
- The Council of Ministers of Education, Canada (CMEC)[9] serves as an intergovernmental forum for provinces and territories to represent the national and international education interests of Canada's 13 provinces and territories. British Columbia is the lead on literacy, one of CMEC's three Pan-Canadian priorities.
- British Columbia is also the lead province of the Joint Consortium for School Health (JCSH)[10] until 2010. The goal of the JCSH, established in August 2005 by provincial and territorial ministries and federal departments, is to strengthen the capacities of health, education, and other systems and agencies in school health promotion.
- The Ministry of Education, together with its partners, is continuing to address these social, economic and contextual factors by striving to improve student achievement, creating and supporting a high quality education system and improving literacy for all British Columbians.

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[9] For more information on the Council of Ministers of Education Canada (CMEC), please visit www.cmec.ca.

[10] For more information on the Joint Consortium for School Health (JCSH), please visit www.jcsh-cces.ca.

Report on Performance

The Annual Service Plan Report is a means for a Ministry to demonstrate public accountability and communicate achievements to the public. The Ministry's progress in achieving its goals and objectives is assessed through performance measures and a comparison of actual results with targets. This Annual Service Plan Report will provide performance data on the performance measures presented in the *2007/08 – 2009/10 Ministry of Education Service Plan.*

There was a transition in service planning with the 2008/09 Service Plans; performance measures were streamlined to better accord with the priorities of the Ministry. This year's report is based on the Service Plan developed in 2007/08, and therefore will not reflect these new measures.

The changes will be seen in next years' report and will reflect the Ministry's effort to continuously review and improve upon the reporting of key performance outcomes of Ministry goals. The performance indicators reported in the 2008/09 – 2010/11 Service Plan provide data on the key outcomes that the Ministry has achieved and will continue to work towards.

The timing of the collection, availability and reporting of some performance data requires the Ministry to report on key outcomes after the publication of the *Annual Service Plan Report.* A supplement to this report will be provided by August 2008 to report on these data not yet available.

Performance Plan Summary Table

Goal 1: Improved student achievement For greater detail see pages 14 to 22	**2007/08 Target**	**2007/08 Actual**
1.1 Achievement will improve for all students		
Completion Rate: Overall	81%	Data Available December 2008
Completion Rate: Aboriginal	53%	Data Available December 2008
International Assessment: Programme for International Student Assessment — Reading	Be a leader internationally	Strong performer — SUBSTANTIALLY ACHIEVED
International Assessment: Programme for International Student Assessment — Math	Be a leader internationally	Strong performer — SUBSTANTIALLY ACHIEVED
National Assessment: Pan-Canadian Assessment Program — Reading	Be a leader nationally	4th in Canada — SUBSTANTIALLY ACHIEVED
National Assessment: Pan-Canadian Assessment Program — Math	Be a leader nationally	4th in Canada — SUBSTANTIALLY ACHIEVED
National Assessment: Pan-Canadian Assessment Program — Science	Be a leader nationally	4th in Canada — SUBSTANTIALLY ACHIEVED

Goal 1: Improved student achievement For greater detail see pages 14 to 22	**2007/08 Target**	**2007/08 Actual**
1.2 B.C. students will learn to make responsible choices related to health and safety		
Rate of physical activity in K-12 students: Percentage of students who exercise for at least 30 minutes per day, five days-a-week	50%	Data Available July 2008
Proportion of healthy food for sale in schools: Beverage Vending Products	70%	76% EXCEEDED
Proportion of healthy food for sale in schools: Snack Vending Products	60%	47% NOT ACHIEVED
1.3 B.C. students will have the opportunity to focus on career development		
Participation in industry training programs: Accelerated Credit Enrolment in Industry Training programs	1,700	Data Available July 2008
Participation in industry training programs: Secondary School Apprenticeship program	4,000	Data Available July 2008
Transition rate to post-secondary education	79%	Data Available December 2008

Goal 2: A high quality education system For greater detail see pages 22 to 25	**2007/08 Target**	**2007/08 Actual**
2.1 An environment of choice and flexibility exists in order to meet the specific educational needs of students (and parents) **2.2 Better integration of services to improve service delivery to students and parents**		
Percentage of public school students satisfied with educational choices available to them	71%	Data Available July 2008
Percentage of public school parents satisfied with educational choices available to them	50%	Data Available July 2008
2.3 A K-12 education system that is accountable		
Percentage of school districts that demonstrate improved achievement in all goal areas addressed by their Accountability Contracts	80%	73% NOT ACHIEVED

Goal 3: Improved literacy for all British Columbians For greater detail see pages 25 to 31	**2007/08 Target**	**2007/08 Actual**
3.1 Improved reading levels at all ages through greater access to literacy programs, services and information within communities		
International Adult Literacy and Skills Survey - percentage of adults who read successfully	65%	Data Available January 2009
Foundation Skills Assessment: Grade 4 Reading	80%	New Baseline Established
Foundation Skills Assessment: Grade 7 Reading	78%	New Baseline Established
Foundation Skills Assessment: Grade 4 Numeracy	88%	New Baseline Established

Goal 3: Improved literacy for all British Columbians For greater detail see pages 25 to 31	**2007/08 Target**	**2007/08 Actual**
Foundation Skills Assessment: Grade 7 Numeracy	84%	New Baseline Established
Percentage of students who pass Communications 12	98%	Data Available December 2008
Percentage of students who pass English 12	98%	Data Available December 2008
3.2 Improved school readiness		
School Readiness (Early Development Instrument) — per cent of children who enter Kindergarten developmentally ready to learn	75%	70.4% NOT ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Improved Student Achievement

Continuous improvement in student achievement refers to both academic achievement (including reading, writing, and numeracy) and non-academic achievement, such as learning to make responsible choices related to health and safety, and demonstrating the qualities of good citizenship.

Objective 1.1: Achievement will improve for all students

Strategies

- To assess, monitor, and report student achievement levels on:
  - — Overall student population; and
  - — Aboriginal students.
- To improve Aboriginal achievement by supporting school districts as they complete and implement Aboriginal Education Enhancement Agreements and to share information and best practices among school districts and other jurisdictions.

Performance Results

Performance Measures	2006/07 Actual	2007/08 Target	2007/08 Actual
Completion Rate			
Overall	80%[1]	81%	Data Available December 2008
Aboriginal	48%	53%	Data Available December 2008

Data Source: Data for completion rates are based on the Ministry of Education's 1701 form, student transcripts, and provincial exams.

[1] The Ministry has worked with School Districts to address a discrepancy in data collection that resulted in under-reporting the actual percentage of students that graduated with a Dogwood Diploma within 6 years of entering Grade 8. The 2006/07 percentage is based on the adjusted data.

Discussion of Results

The completion rate is determined by calculating the percentage of students who graduate with a Dogwood Diploma within six years of starting Grade 8 for the first time in a B.C. public or independent school.

The completion rate was chosen as a key performance measure because it is tangible evidence that students have succeeded in the K-12 education system, and because it allows students to make a successful transition to the next stage of their life — either post-secondary education or the workplace. Young adults have a far better chance of making a successful transition if they complete the graduation requirements to receive a secondary school graduation diploma.

The completion rate as of the publication date of this report is 80.4 per cent. The 2007/08 completion rate will not be reported until December to allow for students to finish courses, write final exams, and for the results to be tabulated and reported to the Ministry.

The performance targets have been set to work towards the Ministry goal of closing the gap between overall completion rates and aboriginal completion rates by 2015/16.

Performance Results

Performance Measures	2000/01 Actual	2003/04 Actual	2007/08 Target	2007/08 Actual[3]
To continue to be a national leader in academic performance and improve B.C.'s world ranking Programme for International Student Assessment: Reading	Top performer[1]	Top performer[2]	Be a leader internationally	Strong performer[3] — SUBSTANTIALLY ACHIEVED
Programme for International Student Assessment: Math	Strong performer[1]	Top performer[2]	Be a leader internationally	Strong performer[3] — SUBSTANTIALLY ACHIEVED

Data Source: Programme for International Student Assessment and Pan-Canadian Assessment Program.

[1] Results are from the Programme for International Student Assessment conducted in 2000.

[2] Results are from the Programme for International Student Assessment conducted in 2003.

[3] The data presented for 2007/08 is from the most recent Programme for International Student Assessment conducted in 2006. The results of this study were released in November 2007.

Discussion of Results

At the international level, British Columbia participates in the Programme for International Student Assessment (PISA). Initiated by member countries of the Organization for Economic Cooperation and Development, this assessment provides policy-oriented international indicators of the skills and knowledge of 15 year-old students.

The Ministry has focused on two of PISA's literacy-related subject areas for this performance measure — reading and mathematics. This assessment is a valuable tool, as it assesses students as they near the end of mandatory schooling, to ascertain whether they are able to analyze, reason, and communicate effectively, and whether they can demonstrate the capacity for life-long learning.

Based on the results of the 2006 PISA assessment, British Columbia's students were strong performers in comparison to 15 year-olds from around the world. Students from Finland and Korea were the top performers in reading and math. Additionally, students from Chinese Taipei and Hong Kong-China performed better than Canada in math.

Changes over time in the performance of students across the country and around the world in relation to British Columbia largely determine whether British Columbia is the top performing jurisdiction in reading and math. Overall, based on the 2000, 2003 and 2006 PISA results, British Columbia's students have maintained a high level of performance over time in comparison to students from around the world.

The target set in the *2007/08 – 2009/10 Service Plan* reflects the Ministry's commitment to ensuring that B.C.'s students continue to perform well in relation to students from around the world.

Performance Results

Performance Measures	2007/08 Target	2007/08 Actual
To continue to be a national leader in academic performance and improve B.C.'s world ranking Pan-Canadian Assessment Program: Science	Be a leader nationally	4th in Canada[1] — SUBSTANTIALLY ACHIEVED
Pan-Canadian Assessment Program: Reading	Be a leader nationally	4th in Canada[2] — SUBSTANTIALLY ACHIEVED
Pan-Canadian Assessment Program: Math	Be a leader nationally	4th in Canada[3] — SUBSTANTIALLY ACHIEVED

Data Source: Pan-Canadian Assessment Program 2007 assessment.

[1] Ranked behind Alberta, Quebec and Ontario.

[2] Ranked behind Quebec, Ontario and Alberta.

[3] Ranked behind Quebec, Ontario and Alberta.

Discussion of Results

The Pan-Canadian Assessment Program (PCAP) assesses the reading, science, and mathematics knowledge and skills of 13-year-old students from across Canada. The major component of each PCAP assessment will be one of these areas of learning, but each assessment will include minor components of the other two. PCAP will provide an excellent opportunity to show the education community, as well as the general public, the efficacy of our education system with regard to learning in these subject areas.

The first PCAP assessment was administered in the spring of 2007. Over 30,000 students from more than 1,500 schools across Canada responded to the assessment either in English or in French. The target set in the *2007/08 – 2009/10 Service Plan* reflects the Ministry's commitment to ensuring that B.C.'s students continue to perform well in relation to students across the country.

Objective 1.2: B.C. students will learn to make responsible choices related to health and safety

The Ministry of Education is committed to the ActNow BC initiative and is supporting the Government of British Columbia's Great Goal, to "lead the way in North America in healthy living and physical fitness," by ensuring that B.C. students will learn to make responsible choices related to health and safety.

Strategies

- To focus on Healthy Schools by:
  - Continuing to expand Action Schools! BC;
  - Continuing to implement the Guidelines for Food and Beverage Sales in B.C. Schools;
  - Assessing and reporting out on progress made in achieving the Government's goal of eliminating the sale of junk food in B.C. schools;
  - Developing a provincial network of Healthy Schools; working in partnership with the Ministry of Agriculture and Lands and the Ministry of Health to implement and evaluate the School Fruit and Vegetable Snack Program;
  - Developing new teacher and student learning resources related to healthy eating and physical activity;
  - Implementing new teacher and student resources to combat the use of crystal meth;
  - Publishing and distributing, for implementation by B.C. schools, the new curriculum on Health and Career Planning K-7; and
  - Publishing, distributing and supporting the implementation in B.C. schools of the new Physical Education Curriculum K-7.
- To elevate the profile of school safety by holding school districts accountable to the standards outlined in Safe, Caring and Orderly Schools — A Guide.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Rate of physical activity in K-12 students (percentage of students who exercise for at least 30 minutes per day, five days-a-week)	49%	50%	Data Available July 2008

Data Source: Annual Satisfaction Survey, Ministry of Education.

Discussion of Results

Physical activity is one of the key components of the ActNow BC initiative — it helps to prevent obesity related illnesses later in life, as well as helping to improve learning outcomes for students. Students in Grades 4[11], 7, 10 and 12 will be asked about their level of physical activity in the Ministry's Annual Satisfaction Survey.

This measure assesses the percentage of children who are physically active 30 minutes per day, five-days-a-week. This measure also allows the Ministry, schools, and school districts to assess the effectiveness of strategies to promote physical activity.

In the 2005/06 Satisfaction Survey, students were asked if they engaged in moderate to intense exercise for at least 20 minutes per day, five days per week. In the 2006/07 and 2007/08 Satisfaction Survey, students were asked if they engaged in moderate to intense exercise for at least 30 minutes per day, five days-a-week.

To help students develop healthy habits, the Ministry of Education has introduced the Daily Physical Activity initiative. This initiative will require all students in B.C. to participate daily in healthy levels of physical activity.

Performance Results

Performance Measures	2005/06 Actual[1]	2007/08 Target	2007/08 Actual[2]
Proportion of healthy food for sale in schools:			
Beverage Vending Products	32%	70%	76% EXCEEDED
Snack Vending Products	28%	60%	47% NOT ACHIEVED

Data Source: School Food Sales and Policies Provincial Report, 2005 and 2007.

[1] School Food Sales and Policies Provincial Report (2005).

[2] School Food Sales and Policies Provincial Report II (2007). Based on the different data collection methods and criteria for classifying food and beverage items used in this report, the following assumptions are made to allow for statistical comparison with the 2005 report:

'Not Recommended' food and beverage choices are equivalent to the 'Less Healthy' choices outlined in the 2005 report.

The number of vending machine slots is uniform across all vending machines (2007).

Midpoints are referenced for all percentage ranges used to categorize the proportion of 'Not Recommended' items in vending machines (e.g., "About 10-25%" would be interpreted as 17.5%).

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[11] Where there was no Grade 4 class in a school, Grade 3 students, their parents, and staff were asked to complete the survey.

Discussion of Results

This measure was chosen because it supports the Ministry's objective of promoting health in B.C.'s schools, and indicates, in conjunction with other performance measures, how much progress has been made in meeting the Government's great goal of leading the way in North America in healthy living and physical fitness.

The School Food Sales and Policies Provincial Report (2005) presented data collected in the spring of 2005. Food and beverage items were categorized into two groups, 'more healthy' or 'less healthy' choices. The survey measured the proportion of vending machine slots offering 'more healthy' choices.

The School Food Sales and Policies Provincial Report II (2007) presented data collected in the spring of 2007, and replaced the two classifications of food and beverage items used in the 2005 report with the four categories used in the Guidelines for Food and Beverage Sales In B.C. Schools. They include 'Choose Most', 'Choose Sometimes', 'Choose Least' and 'Not Recommended'. In addition, the 2007 report only collected data on the percentage of 'Not Recommended' items in vending machines, rather than the proportion of machine vending slots offering 'healthy' choices. The assumptions outlined in the preceding table allow for a reasonable cross-report comparison of the data.

Ministry Response

The School Food Sales and Policies Provincial Report II (2007) revealed that schools face significant challenges in eliminating 'Not Recommended' snacks from vending machines due in part to the fact that the healthy snack market is not yet as mature as the healthy beverage market. The report recommends that "schools and districts can improve these results by working more closely with vendors and emphasizing their interest in, and demand for, healthy choices."

By September 2008, all schools and districts will be required to fully implement the Guidelines for Food and Beverage Sales In B.C. Schools (2007).

Objective 1.3: B.C. students will have the opportunity to focus on career development

Strategies

- To ensure that all students are exposed to the concept of career development and career exploration.
- To provide, as part of the Graduation Program, opportunities for students to practice skills that can be used for employment.

- To provide occupation specific training opportunities for students who plan to enter the workforce directly after Grade 12.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Participation in industry training programs:				
Secondary School Apprenticeship program	1,431	1,706	1,700	Data Available July 2008
Accelerated Credit Enrolment in Industry Training programs	2,309	2,974	4,000	Data Available July 2008

Data Source: Ministry of Education's 1701 form data, Industry Training Authority data.

Discussion of Results

This indicator measures the number of students who participate in the Secondary School Apprenticeship program and Accelerated Credit Enrolment in Industry Training program. Skilled trades programs provide valuable and rewarding training to students. The number of students participating in these programs indicates the success of the education system in attracting students to a career in the trades sector.

As there are challenges in recruiting skilled trades workers, attracting students to the trades sector and providing them with the opportunity to learn relevant skills is critical in order for Government to meet the requirements of the labour market.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Transition rate to post-secondary education	72%	71%	79%	Data Available December 2008

Data Source: Graduate Transition Survey data are from a telephone survey of 1,000 randomly selected recent graduates.

Discussion of Results

As one of the key objectives of the education system is to prepare students for full and meaningful participation in society, it is important to measure the rate at which students move from graduation to post-secondary education. Transition rates are an indicator of both overall student achievement and of the success of the Ministry in preparing students for life after graduation.

British Columbia has improved access to post-secondary education in recent years but with a strong economy and low unemployment rate, graduates have many opportunities in the workforce, particularly in sectors where formal post-secondary education may not be required (e.g., service sector, tourism, construction).

Secondary School industry training programs, such as Accelerated Credit Enrolment in Industry Training and Secondary School Apprenticeship, have grown substantially in recent years. These programs allow students to both earn credit toward the technical training portion, and get a head start on the work-based training portion of an apprenticeship.

In an effort to further improve transition rates, the Ministries of Education and Advanced Education have partnered to create a number of Regional Student Transition Coordinator positions across the province.

Goal 2: A High Quality Education System

The Ministry believes a high quality education system with increased choice, flexibility and access, improved service for clients, and a continued emphasis on accountability, will result in high levels of student achievement.

Objective 2.1: An environment of choice and flexibility exists in order to meet the specific educational needs of students (and parents)

Strategies

- Rural Education Strategy — to ensure that students, parents, and educators have equitable access to the educational programs and services they need, regardless of where they live in the province.
- Distributed Learning Strategy — to provide choice and equalization of access to education for all students through online instruction, as well as other delivery methods, such as paper-based correspondence material, or a hybrid model where students link to live virtual classrooms or video technology and also attend some in-school sessions.

- To support recent agreements which recognize First Nations' jurisdiction over on-reserve K-12 education, ease transitions between the public and band school systems; and facilitate resource and information sharing between the public and band school systems.

Objective 2.2: Better integration of services to improve service delivery to students and parents

Strategies

- To continue to improve collaboration and cooperation with other ministries, agencies and organizations.
- To focus on enhancing connections between communities and schools in order to build community capacity and integrate services.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of public school students and parents satisfied with educational choices available to them.				
Parents	70%	70%	71%	Data Available July 2008
Students	48%	47%	50%	Data Available July 2008

Data Source: Annual Satisfaction Survey, Ministry of Education.

Discussion of Results

In order to provide the best service and support possible, the Ministry annually collects opinions from students, parents and school staff on achievement, human and social development and safety. In the annual Satisfaction Survey parents and students are asked about their satisfaction with the educational choices available to them. The level of satisfaction of parents and students serves as a critical measure for assessing the overall performance of the education system.

Objective 2.3: A K-12 Education System that is Accountable

Strategies

- To continue to support parental involvement in School Planning Councils with online training modules, webcasts, and regional workshops.
- To continue to require all schools to prepare annual School Plans, and all school boards to prepare annual Accountability Contracts, with respect to improving student achievement.
- To continue to undertake District Reviews on a cyclical basis, and to provide an external review of districts' efforts in support of student achievement.
- To assess the progress of schools and boards of education in meeting reporting requirements related to class size.
- To propose legislation establishing a Teachers' Employment Registry, administered by the College of Teachers, which publicly reports the names of teachers disciplined for misconduct involving emotional, physical, or sexual abuse.

Performance Results

Performance Measure	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of school districts that demonstrate improved achievement in all goal areas addressed by their Accountability Contracts	67%[1]	80%	73% NOT ACHIEVED[2]

Data Source: 2007/08 District Accountability Contracts.

[1] In 2006/07, 97 per cent of school districts reported improvement in some goal areas.

[2] In 2007/08, 95 per cent of school districts reported improvement in some goal areas.

Discussion of Results

Until October 31st, 2007, British Columbia's boards of education were required to prepare and submit to the Minister an annual Accountability Contract with respect to improving student achievement. The purposes of Accountability Contracts were:

- to focus school district attention and resources on improving student achievement;
- to detail the specific goals set by boards of education to enhance student achievement and to describe the steps they are taking to achieve those goals; and
- to communicate these efforts to a variety of audiences.

Each school district, in completing its accountability contract, identified areas for improvement, based on the needs of the students in the district.

Beginning in July 2008, boards of education will be required to submit Achievement Contracts. Many of the expectations for Achievement Contracts will be similar to those in previous Accountability Contracts, and the 2007/08 year is considered a transition year between Achievement and Accountability Contracts.[12]

For the 2008/09 Annual Service Plan report, the Ministry of Education will be reporting on "Percentage of school districts that report improvement in all common performance areas in Achievement Contracts" to reflect the transition between Accountability Contracts and Achievement Contracts. These three common performance areas represent key goals of B.C.'s education system, and this performance measure will provide an indication of school district performance in all of these areas.

Ministry Response

As 2007/08 is considered a transition year between Achievement and Accountability Contracts, many districts took the opportunity to review their plans together with the identification of new baseline data in some goal areas.

As a result of this transition, the 2008/09 Annual Report will report on the "The percentage of school districts that report improvement in all common performance areas in Achievement Contracts." The common performance areas are Dogwood completion, Aboriginal student achievement and literacy.

Goal 3: Improved Literacy for all British Columbians

In order to address areas of the Ministry's mandate that expand beyond the framework of the K-12 education system, the Ministry's third goal involves literacy, public libraries, and early learning.

Meeting the objectives of this goal will be instrumental in supporting the Government's first great goal, which is to make British Columbia the best-educated, most literate jurisdiction on the continent.

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[12] For more information about the differences between Accountability Contracts and Achievement Contracts, please visit: www.bced.gov.bc.ca/schools/sdinfo/acc_contracts/Transition-Guidelines.pdf.

The Ministry of Education is the lead Ministry on ReadNow BC, the Provincial Literacy Framework, which is designed to increase awareness of B.C.'s literacy challenge and provide a co-ordinated approach to the resources and programs that will ensure all British Columbians have opportunities to improve their literacy skills.

Objective 3.1: Improved reading levels at all ages through greater access to literacy programs, services and information within communities

Strategies

- To improve literacy across all segments of society through collaboration and partnerships among public libraries and the education system (schools), post-secondary institutions and all levels of government by:
  - Supporting literacy programs in public libraries by providing equity grants for projects such as early childhood reading programs; outreach services to the disadvantaged, the disabled and the elderly; and development of collections for the young, and English as a second language readers;
  - Implementing the "Every Child a Card" program by providing every K-12 student in B.C. with the opportunity to receive a free public library card, whether or not they reside in a library service area; and
  - Implementing e-government to provide all British Columbians free and equitable access to government information via the Internet.
- To improve literacy by facilitating access to information and services by:
  - Building a province-wide virtual reference service — the "AskAway" initiative combines the expertise of reference librarians from across the Province and makes quality reference service available online to all British Columbians;
  - Implementing the B.C. OneCard system for all B.C. public libraries;
  - Providing a core suite of licensed electronic information databases — this initiative benefits British Columbians by making available, anywhere in the Province, electronic reference materials covering a broad range of subjects, enabling users to carry out research when and where they choose;
  - Fostering greater cooperation and collaboration among public libraries through the creation of library federations; collectively, libraries can offer more resources and services to their patrons;
  - Supporting technology initiatives in public libraries by providing technology grants for projects such as increasing public Internet access, replacement of outdated hardware and updating software; and

— Supporting standards-based integrated library systems — this initiative will ensure users can access web-based library materials from a range of different devices (for example, personal computers, wireless handheld devices) and operating systems, thus broadening access. Additionally, standards-based systems make it easier for visually impaired patrons to access resources using various accessibility software applications.

Performance Results

Performance Measure	2005/06 Actual	2007/08 Target	2007/08 Actual
International Adult Literacy and Skills Survey — percentage of adults who read successfully	60%[1]	65%	Data Available January 2009[2]

[1] **Data Source:** 2003 International Adult Literacy and Skills Survey.

[2] The B.C. Ministry of Advanced Education, in collaboration with Ministry of Education, will be conducting a study of adult literacy based on the International Adult Literacy and Skills Survey structure and content. The results of this study will be compared with the results from the full international comparative study conducted in 2003. Results will be available for analysis in Fall 2008, with full results being reported in January 2009.

Discussion of Results

The International Adult Literacy and Skills Survey is an international comparative study conducted to provide participating countries with information about the literacy skills of their adult populations. In 2003, the survey tested more than 23,000 Canadians on their proficiency in numeracy and literacy. The International Adult Literacy and Skills Survey measures the literacy and numeracy skills of a nationally representative sample of participants aged from 16 years to 65 years, from six participating countries, and provides a useful benchmarking tool to help measure success in promoting adult literacy.

This measure was chosen because it indicates how British Columbia performs in comparison to other jurisdictions, and allows the Ministry to assess its progress in meeting the Government's Great Goal of becoming the most literate jurisdiction on the continent.

According to the International Adult Literacy and Skills Survey results from 2003, over one million adult British Columbians, approximately 40 per cent, do not have the ability to understand and employ printed information in daily activities.

Performance Results

Performance Measure		2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual[1]
Reading and Numeracy Skills (Foundation Skills Assessment Grades 4 and 7) — percentage of students who meet or exceed standards	Reading Grade 4	80%	77%	80%	New Baseline Established
	Reading Grade 7	73%	72%	78%	New Baseline Established
	Numeracy Grade 4	86%	86%	88%	New Baseline Established
	Numeracy Grade 7	84%	82%	84%	New Baseline Established

New Baseline

Performance Measure		2007/08 Actual[1]
Reading and Numeracy Skills (Foundation Skills Assessment Grades 4 and 7) — percentage of students who meet or exceed standards	Reading Grade 4	74%
	Reading Grade 7	69%
	Numeracy Grade 4	70%
	Numeracy Grade 7	71%

Data Source: Foundation Skills Assessment data, Ministry of Education.

[1] See discussion of results section below for details on the new baseline.

Discussion of Results

The Foundation Skills Assessment is used to measure the percentage of public and independent school students in Grades 4 and 7 who meet or exceed grade level expectations in three key areas of student learning — Reading, Writing and Numeracy. The assessment is administered to all students at these grade levels, and focuses on Reading, Writing, and Numeracy because these skills form the foundation for other learning.

The Foundation Skills Assessment can indicate trends in achievement on a broad scale, such as when there is an overall improvement or decline in reading skills.

Significant changes were made to FSA 2008.

In previous administrations of the FSA, some students were excused or did not participate for various reasons. The previous method of calculating the percentage of students meeting or exceeding expectations was not based on all students but only on those who actually wrote the FSA.

FSA 2008 results now account for all students, including those who did not complete the assessment. This follows the recommendations of the Representative for Children and Youth, Mary Ellen Turpel-Lafond. This change in calculation results in fewer students meeting or exceeding expectations. In addition, the shift from a May to February administration, the new electronic format for portions of the assessment, and the provision of students' actual written responses to parents all changed the nature of the assessment. All of these changes require setting the new baselines outlined above. Direct comparison of results over time will start with FSA 2009.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of students who pass one of the following courses:				
English 12	98%	97%	98%	Data Available December 2008
Communications 12	97%	97%	98%	Data Available December 2008

Data Source: Data for completion rates are based on the Ministry of Education's 1701 form, student transcripts, and provincial exams.

Discussion of Results

Successful completion of a Grade 12 Language Arts course represents a minimum standard of literacy in the Kindergarten to Grade 12 school system. Students must pass one of these courses in order to graduate, ensuring that students embarking on either post-secondary education or a career possess at least the minimum level of literacy skills required to be successful.

Objective 3.2: Improved School Readiness

Strategies

- To develop Early Learning Standards.
- To establish StrongStart BC Centre pilots, in partnership with boards of education.

Performance Results

Performance Measure	2004/05 Actual	2007/08 Target	2007/08 Actual
School Readiness (Early Development Instrument) — percentage of children who enter Kindergarten ready to learn	72.1%[1]	75%	70.4% NOT ACHIEVED

Data Source: The Human Early Learning Partnership (University of British Columbia — funded by the Ministry of Children and Family Development, the Ministry of Education and the Ministry of Health).

In the *2007/08 – 2009/10 Service Plan*, the Ministry of Education reported this figure as 75 per cent. Refinements made to the data by the Human Early Learning Partnership indicated that 72.1 per cent of children entered Kindergarten "developmentally ready" to succeed.

Discussion of Results

The tool chosen to gauge children's readiness for school is the Early Development Instrument.

For the Early Development Instrument, data are collected on the following five key areas of children's development. The data are then considered cumulatively to suggest the developmental status of populations of children:

- physical health and well-being;
- social competence;
- emotional maturity;
- language and cognitive development; and
- communication skills and general knowledge.

The Ministry has developed a performance measure — the percentage of children who enter Kindergarten "ready to learn" — based on the Early Development Instrument. This measure reflects the importance of literacy skills in a child's intellectual and social development as well as physical, cognitive and social and emotional skills.

The Ministry of Education set a target in the 2007/08 – 2009/10 Service Plan of having 75 per cent of children entering Kindergarten "ready to learn". The 2007/08 Early Development Instrument data indicated that 70.4 per cent of children entered Kindergarten "ready to learn".

In the *2008/09 – 2010/11 Service Plan*, this performance measure reports on the percentage of children "developmentally ready to learn". This measure is reporting on the same outcome, the wording change is a change in terminology.

Ministry Response

In the 2007/08 school year, the Ministry worked with Boards of Education to introduce StrongStart BC centres in elementary schools, and 86 centres had opened by March of 2008 — exceeding Government's throne speech commitment.

StrongStart BC early learning centres are now expanding across British Columbia with a total of 400 centres projected to open by 2010. StrongStart BC centres are vital to achieving government's goal of increasing literacy levels, improving early learning outcomes, and helping prepare children for success in school and in life. Work is underway to realize this goal by having up to 200 programs operating by June of 2009.

Report on Resources

Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Education Programs	4,847,452		4,847,452	4,853,620	6,168
Debt Service and Amortization	557,900		557,900	551,245	(6,655)
Public Libraries	15,675		15,675	17,699	2,024
Management Services	19,990		19,990	18,236	(1,754)
Executive and Support Services	53,363		53,363	51,589	(1,774)
Sub-total Operating Expenses	5,494,380		5,494,380	5,492,389	(1,991)
Adjustment of Prior Year Accruals[3]				(256)	(256)
Total Ministry of Education	**5,494,380**		**5,494,380**	**5,492,133**	**(2,247)**
Full-time Equivalents (FTEs)					
Management Services	86		86	82	(4)
Executive and Support Services	236		236	237	1
Total	**322**		**322**	**319**	**(3)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Management Services				266	266
Executive and Support Services	6,885		6,885	6,352	(533)
Total	**6,885**		**6,885**	**6,618**	**(267)**
Capital Plan ($000)					
Public Schools	256,300		256,300	237,014	(19,286)
Total	**256,300**		**256,300**	**237,014**	**(19,286)**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

[2] For the "Capital Plan" section, the Purpose should identify the category of projects, for example 'Public Schools' or 'Colleges'.

[3] Adjustment of prior year's accruals. Amounts reflect adjustment of prior year's expense accruals which were credited to ministry expense and not available for the ministry to spend.

Core Business Areas

To achieve its goals and objectives, the Ministry of Education focuses on the following core business areas:

Education Programs — This core business area provides funding to Boards of Education, independent schools, partner groups and societies in support of K-12 education, early learning and literacy.

Debt Service and Amortization — The Ministry provides funding to Boards of Education to finance capital projects, including seismic upgrades, renovations, expansions, new facilities, and buses. As well, it is responsible for debt service and amortization costs.

Public Libraries — As legislated under the *Library Act*, the Ministry provides leadership, advice, training, funding, and programs to the public library system.

Management Services — This core area provides corporate services to operating programs, including financial, budget, human resources, information management, administrative services, freedom of information and privacy services, and general services and assistance for the Ministry of Education and the Ministry of Advanced Education (including boards, agencies and commissions supported by these two ministries).

Executive and Support Services — This core business area provides executive direction for the Ministry and management and program support for K-12 education, early learning and literacy. As well, this area provides support for the office of the Minister of Education, and includes salaries, benefits, allowances, and operating expenses of the Minister and Minister's staff.

Variances

Education Programs — $6.2 million above budget mainly due to Distributed Electronic Learning cost pressures for Independent Schools and additional literacy grants issued.

Debt Service and Amortization — $6.7 million below budget resulted primarily from lower than anticipated interest rates, refinancing savings and higher than anticipated sinking fund earnings.

Public Libraries — $2 million above budget primarily due to costs related to the *Strategic Plan for Libraries*. Funding was transferred from administration budget for Public Libraries.

Management Services — $1.8 million below budget due to salary and operating cost savings.

Executive and Support Services — $1.8 million below budget primarily due to $2 million in frozen advertising funding.

Income Statement for Schools or Universities and Colleges or Health Authorities

School Districts	2007/08 Restated Budget	2007/08 Actual	Variance
Combined Income Statement ($000s)			
Total Revenue	5,170,000	5,235,000	65,000
Total Expense	5,119,000	5,133,000	14,000
Operating Results	51,000	102,000	51,000
Gain (Loss) on sale of capital assets (if applicable)	0	7,000	7,000
Net Results	**51,000**	**109,000**	**58,000**

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

General Enquiries

The Ministry of Education provides a single contact point for the public to ask questions relating to the Ministry's activities. The operating hours for the Ministry's General Enquiries Line is Monday to Friday, 8:30 a.m. to 4:30 p.m., excluding statutory holidays.

General Enquiries Line: 1 888 879-1166

Ministry Mailing Address

PO Box 9146 Stn Prov Govt
Victoria BC V8W 9H1

Minister's Office

Honourable Shirley Bond
PO Box 9045 Stn Prov Govt
Victoria BC V8W 9E2
Telephone: 250 387-1977
Facsimile: 250 387-3200

Public Affairs Bureau

Ministry of Education
PO Box 9150 Stn Prov Govt
Victoria BC V8W 9H1
Telephone: 250 356-8156
Facsimile: 250 356-5945

Ministry of Employment and Income Assistance

2007/08 Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia Ministry of Employment and Income Assistance, see Ministry Contact Information on Page 32 or contact:

Ministry of Employment and Income Assistance
PO BOX 9934
STN PROV GOVT
VICTORIA BC
V8W 9R2

or visit our website at
www.gov.bc.ca/eia/

Published by the Ministry of Employment and Income Assistance

Message from the Minister and Accountability Statement

The Ministry of Employment and Income Assistance is a leader in delivering services and supports in innovative ways. Our award-winning practices are making a real difference to British Columbians most in need. Because of the hard work and dedication that ministry employees demonstrate everyday, we made many milestone achievements throughout 2007/08 that I would like to acknowledge and celebrate.

Budget 2007 contained great news for families, children and employable singles on income assistance. We raised rates across the board for all ministry clients in April — the first significant rate increases in more than 10 years.

Another achievement of which I am particularly proud is the Provincial Government's signing of the new Labour Market Agreement and Labour Market Development Agreement with the Government of Canada. Combined, the two agreements present an unprecedented opportunity to create a cohesive "made-in-B.C." system of employment services that best meet the province's unique labour market priorities and local training needs.

The Ministry has the solid track record to make sure these new and devolved employment services work for British Columbians. Thanks in large part to the success of our employment programs, the Ministry's caseload has changed dramatically for the good. The caseload consisted primarily of employable clients in June 2001 — 87,329 cases. Today, there are less than 21,500 employable cases.

As we help people find and keep good jobs, we want to ensure British Columbians most in need have access to ministry supports and services. The Government continues to have success across the province with our Outreach Programs, through which ministry employees work with community groups, health authorities, police and different levels of government to connect hard-to-reach homeless individuals with income assistance, housing, mental health supports and addiction services.

We continue to simplify the Ministry's policies and procedures to make them easier for clients to follow and understand. For example, the introduction of the Immediate Needs process guarantees applicants will have their immediate needs — such as those for food, shelter or urgent medical attention — looked after in the timeliest manner when they first contact a ministry office. A noteworthy achievement is that the Ministry's Provincial Services Branch won the Premier's Award for Innovation and Excellence in the category of Organizational Excellence for streamlining processes to make response times to clients on eligibility decisions much faster.

More than two-thirds of the Ministry's clients are Persons with Disabilities and Persons with Persistent Multiple Barriers to Employment. As the lead on the Provincial Disability Strategy, the Ministry is working with numerous community partners and people with disabilities to make British Columbia a leader in Canada as a place where all people can live the life they choose.

Once again, I would like to extend my thanks to the public servants whose ideas and hard work make healthy, welcoming and accessible communities in British Columbia a reality.

The Ministry of Employment and Income Assistance *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08 – 2009/10 Service Plan*. I am accountable for those results as reported.

Claude Richmond

Honourable Claude Richmond
Minister of Employment and Income Assistance

June 18, 2008

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Highlights of the Year

Enhanced Client Capacity:

- **Increased Rates:** The Ministry of Employment and Income Assistance introduced rate increases in 2007/08 worth $185 million over three years — $58 million for 2007/08. Maximum shelter rates were increased by $50 a month for all clients. Families with children were also provided with increases to shelter and support rates ranging from $97 to well over $200 a month, depending on the number of children. Total rates for employable singles were increased by $100 to $610 a month — an increase of 20 per cent.
- **A Brighter Future for Families with Children:** The single-parent caseload decreased by 63 per cent between 2001/02 and 2007/08 as they were supported to achieve independence through employment — one of the largest caseload decreases in ministry history. The Ministry's Family Maintenance Program also supported the independence of families with children by assisting custodial parents in obtaining, varying and defending spousal and child support orders.
- **Support for Persons with Disabilities:** Since June 2001, the number of Persons with Disabilities receiving assistance has increased by 54 per cent. With rate increases and earnings exemptions, a single disability assistance client had the opportunity to receive a monthly income of approximately $1,400 in 2007/08.

- **Transportation Supplement:** A new transportation supplement was introduced to provide assistance to clients travelling to a residential drug or alcohol treatment facility.

Responsive Employment Programs:

- **Labour Market Development Agreement:** The Government of British Columbia and Government of Canada signed a new Labour Market Development Agreement under which the Ministry of Employment and Income Assistance will assume lead responsibility for Employment Insurance Part II programs and services in February 2009. This transition will be supported by the transfer of approximately 250 staff and $280 million annually.
- **BC Employment Program:** The $35 million BC Employment Program provided almost 15,000 employable clients with individualized employment services in 2007/08. The average wage for clients placed in a job through the Program was over $13 per hour.

- **Employment Program for Persons with Disabilities:** Under the revised $20 million Program, three prime contractors delivered employment services to persons with disabilities across the province, utilizing 30 service providers and over 70 community partners. Six community-based service providers received a total of $900,000 to deliver supplemental services not covered by the core contracted service providers.

Citizen-Centred Service Delivery:

- **Integrated Case Management Solution:** The Ministry collaborated with the Ministry of Children and Family Development and Ministry of Labour and Citizens' Services to procure a common caseload management system. This system will support a citizen-centred service delivery model, provide staff with better tools and simpler processes, and improve information sharing across the social sector.
- **Simplification:** As part of the simplification of client service practices, the Ministry introduced a new Immediate Needs process, which triages and expedites applications for assistance in situations where an applicant has an immediate need for food, shelter or urgent medical attention, while meeting the applicant's immediate need until the intake process is completed.
- **Child in the Home of a Relative Screening:** The Ministry introduced a mandatory requirement for all Child in the Home of a Relative care providers, and other adults in the household, to be screened by the Ministry of Children and Family Development to assess possible risks to the child prior to any placement in a home.
- **Aboriginal Self-Identifier:** A voluntary and confidential Aboriginal Self-Identifier tool was implemented to collect data on Aboriginal status from ministry clients to better connect Aboriginal clients to appropriate supports and services.
- **Multi-Function Devices:** These devices were introduced in all ministry offices — a first amongst provincial ministries and accomplished in only five months. They allow ministry staff to upload and securely share electronic documents through the Client Transaction System, streamlining information flow and paperwork processes and providing staff with more time to spend serving clients instead of searching for paper-based information.

Innovative Partnerships:

- **Integration and Outreach:** Three million dollars was invested in outreach services to vulnerable groups throughout the province, including homeless individuals, immigrants, women fleeing abuse and individuals who were being released from hospitals, drug or alcohol treatment facilities and correctional facilities. In addition to assisting individuals in accessing ministry programs and services, outreach activities also provided linkages to supports and services provided by other ministries and organizations.

Outreach Staff:

The Ministry had 34 full-time staff specifically assigned to outreach activities in 2007/08.

- **Housing Integrated Task Team:** Building on the Ministry's successful collaboration with the City of Vancouver and the Vancouver Police Department, the Ministry expanded the Housing Integrated Task Team to additional communities on Vancouver Island and in the Fraser Valley. This initiative targets illegal landlord practices to prevent individuals from being victimized by unscrupulous landlords.
- **Social Housing:** In 2007/08, the Ministry contributed $20 million towards the Province's comprehensive housing initiative, which assisted with the purchase of additional low-income housing units in communities such as Vancouver, Victoria, Surrey, Burnaby, Nanaimo, Smithers and Cranbrook.
- **Direct Deposit Partnership:** The Ministry's Kelowna Dilworth office and TD Canada Trust's Kelowna Spall Plaza branch won a regional Premier's Award for Innovation and Excellence in the category of Partnership for their direct deposit partnership. This partnership has been expanded to offices in all regions of the province.

Direct Deposit Partnership:

> *"Bank accounts connect people more closely to society and their community and contribute to greater stability in individual finances. TD Canada Trust is pleased to work with the Ministry and to have our staff attend ministry offices and assist clients in setting up bank accounts and direct deposit, giving them increased control over their finances while reducing the costs of accessing their funds."*
>
> **— Jeff Gunn, TD Canada Trust**

- **"Welcome to Your Home" Starter Kits:** Building on the $1 million in funding announced in May 2007, an additional $2 million was provided to the BC Non-Profit Housing Association for tenant starter kits to assist individuals who are moving into non-profit housing. These kits contain over 100 essential items for the kitchen, bedroom and bathroom.
- **Supporting Dental Health:** Low-cost/no-cost community dental clinics in Abbotsford, Victoria, Salmon Arm, Vernon, Prince George, Vancouver and Kamloops received a total of $500,000 in funding. The Ministry also partnered with the Ministry of Education and school boards to increase participation in the $19 million Healthy Kids Program by providing 400,000 school children with promotional toothbrushes, stickers, tattoos and program information cards.

BC Healthy Kids
1 866 866-0800
Press 4 and then 2
Or visit the ministry website at: www.eia.gov.bc.ca/bchealthykids!

Disability Strategy:

- **10 by 10 Challenge:** The Minister's Council on Employment for Persons with Disabilities' 10 by 10 Challenge engages communities and industry sectors to increase employment for persons with disabilities by 10 per cent by 2010. By the end of 2007/08, 56 communities had signed up for the Challenge, representing 64 per cent of the total population target.

- **Registered Disability Savings Plan:** In response to the 2007 Federal Budget, British Columbia was the first jurisdiction to fully exempt Registered Disability Savings Plans when determining eligibility for disability assistance, thereby providing greater certainty for parents planning for children with disabilities

> ***Registered Disability Savings Plan:***
>
> ***"The BC Government's act represents a new way forward, a huge first step in a new prosperity agenda for people with disabilities. This action begins to turn disability benefits into a floor, encouraging people with disabilities to get ahead, rather than a ceiling, above which people can't expect to rise."***
>
> — Planned Lifetime Advocacy Network

- **Marketing and Mentoring:** In 2007/08, a team of marketers with disabilities were hired to take the business case of hiring persons with disabilities directly to employers across the province. Over the course of the year, the marketers spoke directly with 314 employers across British Columbia.

- **Accessible Communities:** The Ministry announced a variety of community accessibility initiatives provided through 2010 Legacies Now, including the:
  - — Measuring Up Accessibility and Inclusion Fund to provide grants of up to $25,000 for community projects aimed at increasing accessibility and inclusion for persons with disabilities — total investment of $2.6 million;
  - — Access Works program to help persons with disabilities benefit from employment and volunteer opportunities resulting from the 2010 Olympic and Paralympic Winter Games — total investment of $900,000; and
  - — Accessible Tourism Initiative to support accessible and inclusive tourism — total investment of $1.14 million.

- **Medical Aids and Assistive Devices:** The Ministry announced support for a variety of organizations to provide specialized assistance to persons with disabilities, including the:
  - — BC Association for Individualized Technology and Supports and Communication Assistance for Young Adults program to provide high-tech communication devices and supports — total investment of $4.7 million;
  - — Western Institute for the Deaf and Hard of Hearing to provide assistive hearing devices to British Columbians with a hearing loss — total investment of $500,000;
  - — University of Victoria's CanAssist team to build individualized technology for persons with disabilities — total investment of $2.25 million; and
  - — Alliance for Equality of Blind Canadians to provide visual aids to visually impaired British Columbians — total investment of $355,000.

- **Streamlined Application Processes:** Streamlined processes were provided for individuals transitioning to disability assistance from both the Ministry of Children and Family Development's At Home Program and the Federal Government's on-reserve disability assistance program.

Purpose of Ministry

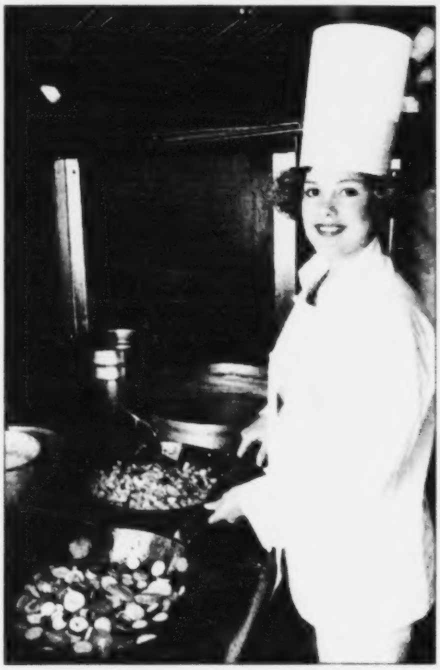
The Ministry of Employment and Income Assistance provides income assistance and employment programming for British Columbians in need through the BC Employment and Assistance program. The Program is guided by the *Employment and Assistance Act* and the *Employment and Assistance for Persons with Disabilities Act*, which came into effect in September 2002.

The Ministry continues to focus on the customer by transforming the way we deliver services in employment and assistance, using effective and outcome based practices, and working in collaboration with ministries, other levels of government and service agencies.

Who Our Clients Are:

The Ministry delivered a variety of assistance programs and services to a monthly average of 140,000 individuals in 2007/08 in various client groups:

- **Expected to Work:** Employable clients in need of short-term income assistance and supports, as well as those who are temporarily excused from employment obligations or have limited employment obligations, due to a medical condition or family situation.
- **Persons with Persistent Multiple Barriers:** Clients with a medical condition and significant barriers to employment who are not expected to gain complete independence through employment.
- **Persons with Disabilities:** Clients with a severe physical or mental impairment who require assistance as a result of significant restrictions in their ability to perform daily living activities.
- **Child in the Home of a Relative:** Minor children whose parents have placed them in the care of a relative to whom the Ministry provides financial assistance for the child.



In addition to these direct clients, the Ministry provided other targeted programs for:

- **Seniors:** Persons aged 65 years or older with low income who are eligible for the Senior's Supplement and subsidized bus passes.
- **Low and moderate-income families:** Families who are not direct clients of the Ministry but are eligible for the Healthy Kids Program, which provides dental and optical assistance for children based on the family's income.

- **Other persons with disabilities:** Persons with disabilities who do not receive disability assistance from the Ministry but receive some disability services, including specialized employment programming and information, access and referrals for personal supports.

Services We Provide:

The Ministry of Employment and Income Assistance offers a wide variety of assistance and supports to our client groups, reflective of their client designations as well as their individual and family circumstances. These include temporary assistance, disability assistance, supplementary assistance and employment programs.

Ministry supports are part of a larger network of assistance provided by a number of provincial ministries and the federal government. Clients receiving our assistance and supports may also receive additional benefits[1], which substantially increase their available income and financial independence.

Where We Deliver Our Services:

Approximately 2,000 ministry staff deliver services across the province through 89 ministry offices, 19 Service BC branches and three telephone Service Centres. Individuals have the option of accessing some services online or contacting the Ministry's toll-free call centres to ask questions or apply for assistance. The Ministry delivers employment and life-skills programs through contracts with external service providers in all regions of the province.

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[1] Examples include the B.C. Sales Tax Credit, GST Credit, Universal Child Care Benefit, National Child Benefit and Child Care Subsidy.

Strategic Context

Provincial economy and local labour markets

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offset weakness in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

The robust provincial economy, strong labour markets and ministry policies and programs that support employment and independence have resulted in historically low numbers of employable British Columbians receiving temporary assistance. Employable clients who have left the caseload have benefited from higher household incomes from employment.

> ***89 per cent of Expected to Work clients who left the caseload between 2002 and 2003 left for work, other sources of income or education. These individuals had higher incomes in the year after leaving assistance and their income continued to increase in subsequent years.***
>
> — **Longitudinal Administrative Database, Statistics Canada**

Since the provincial economy is the largest single determinant of the Ministry's caseload and expenditures, economic fluctuations or unexpected shocks (e.g., the mountain pine beetle infestation, trade disputes, etc.) that pose risks to the provincial economy and regional labour markets had the potential to impact ministry operations as well as its fiscal and service targets. Natural population growth and migration into the province also increased demand for the Ministry's programs and services.

The Ministry closely monitored these and other risks to align ministry assistance and employment programs to the changing needs of clients and their communities and local labour markets. The Ministry also monitored the caseload against forecasts to identify variances from the budget and to allocate resources to areas in need.

Demographic shifts and changes in the caseload

The number of Persons with Disabilities clients and other clients who face more serious barriers to employment and inclusion has steadily increased in recent years due to an increasing proportion of the population more prone to illness as it ages and longer life expectancies for individuals experiencing significant health issues, including HIV/AIDS, Hepatitis-C, and drug and alcohol dependencies.

Persons with Disabilities clients have also continued to leave disability assistance for employment in record numbers due to the strong labour market, increases in the accessibility and availability of assistive technology, and ministry programs and supports that enhance their capacity to work.

Employment Rates for British Columbians with Disabilities:

Of the over 300,000 working-age British Columbians with disabilities, only 44 per cent are employed, compared to 68 per cent for the general population. About half of those who are not working believe that they can work, and would like to do so.

— Participation and Activity Limitation Survey 2001, Statistics Canada

Complex social problems and integrated partnerships and solutions

Many of the complex social problems affecting B.C.'s most vulnerable citizens, including homelessness, mental health and addictions, are common to jurisdictions across North America. These problems have significant costs for individuals and communities. They require a co-ordinated approach with participation and commitment from all levels of government, ministries, communities, businesses and stakeholder groups. That is why the Ministry continued to build on the success of collaborative projects, including the Premier's Award-winning Vancouver Coastal Homeless Outreach project, by pursuing strategic partnerships to develop integrated services and solutions that are citizen-centred.

Catastrophic events and emergency management

During the 2007 Spring Freshet/Flooding event, the Ministry successfully activated its emergency response plan, working closely with its federal, provincial, municipal and community partners to develop and implement a co-ordinated, province-wide response. The Ministry convened its Ministry Operations Centre and Ministry Regional Operations Centres at the outset and utilized a 24/7 Focal Point communication and management system to ensure the Ministry was prepared to address impacts to ministry facilities, employees and clients. Lessons learned during that event have been used to further inform the Ministry's emergency response plan.

Report on Performance

Performance Plan Summary Table

Goal 1: Deliver responsive, innovative and effective services to clients in need For greater detail see pages 16 to 20	**2007/08 Target**	**2007/08 Actual**
1.1 **Clients receive appropriate and responsive income and supplementary assistance supports that meet their changing needs** Expected-to-Work clients as a per cent of B.C.'s adult population	0.89%	0.96% Substantially Achieved
1.2 **Persons with disabilities who are unable to provide for their basic needs will receive the assistance they need and be supported in becoming as independence as possible** Per cent of all clients who are Persons with Disabilities	60.6%	59.9% Substantially Achieved
1.4 **Individuals have access to a fair and timely reconsideration and appeal process** Per cent of reconsideration decisions that are made within 10 business days	90%	81% Not Achieved

Goal 2: Provide low-income persons with disabilities with the best system of support in Canada For greater detail see pages 20 to 24	**2007/08 Target**	**2007/08 Actual**
Average time to process new Persons with Disabilities applications	7.5 weeks	2.1 weeks Exceeded
2.1 **Persons with disabilities who seek employment or volunteer opportunities are supported through the revised Employment Program for Persons with Disabilities** Percentage of persons receiving disability assistance with income from working or a volunteer supplement	21.3%	21.1% Substantially Achieved

Goal 4: Provide employment programming that is flexible in meeting individual client needs to achieve sustainable employment For greater detail see pages 28 to 29	**2007/08 Target**	**2007/08 Actual**
Percentage of BC Employment Program clients who achieve $560 or 70 hours per month	25%	30% Exceeded

Goals, Objectives, Strategies and Performance Results

Goal 1: Deliver responsive, innovative and effective services to clients in need

The Ministry's caseload has shifted in recent years and ministry programs and services have been reviewed and refocused to ensure they are responsive to the changing needs of clients. In 2007/08, the Ministry introduced rate increases for all ministry clients, including the first shelter rate increase since 1992.

Objective 1.1: Clients receive appropriate and responsive income and supplementary assistance supports that meet their changing needs

The Ministry provided temporary assistance clients with income assistance and a variety of supplementary assistance based on individual need, including diet and natal supplements, school start-up supplements, crisis supplements, dental and optical services, security and utility deposits and transportation supplements to access medical care or residential drug and alcohol treatment.

Strategies

- Conduct annual income assistance rates review in the context of changing client needs.
- Expand partnership with Service BC to maintain services in B.C. communities.
- Implement the Multi-Channel Service Delivery project, which improves consistency and choice in how and when clients access the Ministry's service and information.
- Provide current and complete information about policy and programs to the public through the Online Resource.

Performance Results

Performance Measure	2001/02 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Expected-to-Work clients as a per cent of B.C.'s adult population	3.4%	0.97%	0.91%	0.89%	0.96% SUBSTANTIALLY ACHIEVED

Data Source: Research, Evaluation and Statistics Branch, Ministry of Employment and Income Assistance.

Discussion of Results

This measure tracks the percentage of B.C.'s working age population receiving temporary assistance with employment related obligations. A lower percentage indicates that fewer people are in need of temporary assistance. Within the context of the strong provincial economy, the Ministry's policy framework and employment programs that encourage independence influenced the result for this measure in 2007/08. The baseline reflects the Ministry's caseload for March 2002, the month prior to the introduction of the BC Employment and Assistance program.

While the percentage of the provincial population receiving temporary assistance was largely unchanged over the past year, the result for this measure was slightly higher than anticipated for 2007/08. This result was due in large part to the concerted outreach efforts the Ministry is taking, in partnership with BC Housing, municipal governments and community groups, to ensure that people who are typically hard to reach — people who are homeless or who have mental health and addictions problems — are connected to the income and supports they are eligible for. Efforts taken to simplify policy and procedures and provide assistance in a more streamlined and accessible manner have also impacted the number of Expected to Work clients.

Objective 1.2: Persons with disabilities who are unable to provide for their basic needs will receive the assistance they need and be supported in becoming as independent as possible

The Ministry provided its highest rates of assistance to Persons with Disabilities clients, as well as access to specialized employment programming for those who want to work. These clients also had access to an enriched suite of supplementary assistance, including low-cost bus passes, nutritional supplements, enhanced dental and orthodontic services and access to a range of medical equipment and supplies.

Strategies

- Support employment, volunteerism and community engagement among Persons with Disabilities through employment programs and supporting the Minister's Council's *10 by 10 Challenge* to increase employment for all persons with disabilities by 10 per cent by 2010. The Challenge is supported by the 2010 Legacies Now *Measuring Up* program.
- Enhance service delivery options such as the Internet to better accommodate the needs of Persons with Disabilities.

Performance Results

Performance Measure	2001/02 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of all clients who are Persons with Disabilities	29.6%	55.6%	58.9%	60.6%	59.9% SUBSTANTIALLY ACHIEVED

Data Source: Research, Evaluation and Statistics Branch, Ministry of Employment and Income Assistance.

Discussion of Results

This measure tracks the percentage of the total caseload receiving disability assistance. The baseline is March 2002, the month prior to the introduction of the BC Employment and Assistance Program.

The Ministry substantially achieved the target for this performance measure in 2007/08. The shortfall is explained by a slightly higher than expected number of employable individuals receiving temporary assistance in 2007/08.

There was a transition in service planning with the 2008/09 – 2010/11 service plans. Performance measures were streamlined to better meet ministries' core priorities and, as a result, this performance measure will not appear in future Annual Service Plan Reports. The Ministry remains committed to assisting those most in need and will continue to include data on historical and future disability assistance caseload trends in subsequent Annual Service Plan Reports.

Objective 1.3: Reinforce high quality, citizen-centred services that are consistent, respectful, innovative and accountable

In keeping with the principle of citizen-centred service delivery, the Ministry continued to simplify and streamline the delivery of critical services to make them more accessible for British Columbia's most vulnerable citizens. The Ministry also continued to develop the people, culture and technologies required to deliver critical services to the public.

Strategies

- Continue implementation of the Ministry's performance management framework.
- Continue integration of the Ministry's Values and Service Code with all Ministry activities.

Performance Results

Performance Measure	2007/08 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of Ministry services provided to clients that meet or exceed established service standards	N/A	N/A	N/A	To be developed for 2008/09	To be developed for 2008/09

Data Source: Corporate Planning and Operations Division, Ministry of Employment and Income Assistance.

Discussion of Results

The Ministry's Service Standards for key ministry services were publicly announced in March 2008. They clearly communicate to citizens what they can expect when accessing ministry services. This measure tracks the Ministry's success in meeting its Service Standards' targets. A higher percentage for this measure indicates that citizens receive more consistent and timely service when interacting with the Ministry. Reporting ministry performance in meeting these targets informs citizens, stakeholders and the Ministry of how well the Ministry is doing in providing key service to clients.

Over the past year, the Ministry has developed and refined its Service Standards based on broad-based staff consultation, a comprehensive review of best practices in other jurisdictions and analysis of the latest Citizen's First findings. This work delayed the initial implementation of the Service Standards. Since information for this performance measure is not yet available, results will be reported in the 2008/09 Annual Service Plan Report.

Objective 1.4: Individuals have access to a fair and timely reconsideration and appeal process

The Employment and Assistance reconsideration and appeal system provided unbiased, fair, timely and transparent decision-making for clients. Clients who disagreed with a ministry reconsideration decision had access to appeal to the independent Employment and Assistance Appeal Tribunal. In 2007/08, the Ministry collaborated with legal advocates to address issues of concern and improve the reconsideration process for clients.

Strategies

- Introduce new technologies and process improvements, including better informing clients of their rights to reconsideration, to streamline and improve the reconsideration process.

Performance Results

Performance Measure	2003/04 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of reconsideration decisions that are made within 10 business days	82%	69%	76%	90%	81% NOT ACHIEVED

Data Source: Legislation and Legal Services Branch, Ministry of Employment and Income Assistance.

Discussion of Results

This measure tracks the percentage of reconsideration decisions that were made within the 10-day statutory time limit as set out in the Employment and Assistance Regulation and Employment and Assistance for Persons with Disabilities Regulation. It illustrates the degree to which the Ministry is meeting its regulatory obligations in regard to the length of time it takes for a reconsideration decision to be completed. The baseline is the first year the performance measure was included in the Service Plan.

While the performance target was not achieved in 2007/08, the Ministry was successful in reducing the length of time to make reconsideration decisions, with the average being 8.3 days in 2007/08 compared to 9.8 days in 2006/07. Health-related decisions represented a large and growing proportion of reconsideration requests. These decisions were often complex and required additional medical evidence to be submitted and detailed examination of all case materials, which led to delays for some clients.

Ministry Response

In 2007/08, the Ministry introduced regulatory amendments to support the extension of timeframes for reconsideration decisions in some cases. This change allows clients the opportunity to provide additional information to support the request for reconsideration. This change, along with ongoing process and technological improvements, is expected to significantly improve performance on this measure in the future.

Goal 2: Provide low-income persons with disabilities with the best system of support in Canada

The Ministry continues to lead the development of Government's cross ministry Disability Strategy to provide for a flexible, comprehensive, and integrated system of support for all British Columbians with disabilities. The Disability Strategy is working to ensure that the $4.3 billion the province invests annually in disability supports is effective in improving the social and economic life of persons with disabilities and allowing greater accessibility, opportunity and inclusion in communities across British Columbia. The Assistant Deputy Minister responsible for the Disability Strategy was recently recognized with a regional Premier's Award for Innovation and Excellence in the category of Leadership.

Performance Results

Performance Measure	2005/06 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Average time to process new Persons with Disabilities applications	8.9 weeks	8.9 weeks	7.6 weeks	7.5 weeks	2.1 weeks EXCEEDED

Data Source: Provincial Services Branch, Ministry of Employment and Income Assistance.

Discussion of Results

This measure evaluates the Ministry's performance in providing a timely and efficient adjudication process for applications for the Persons with Disabilities designation. The speed of adjudication has been identified by disability stakeholder groups as a critical indicator of service quality for persons with disabilities. The baseline is the first year this performance measure was included in the Service Plan.

The Ministry has achieved significant success in providing timelier decisions in 2007/08, with decisions taking just over two weeks on average, exceeding the target of 7.5 weeks. This ongoing trend of more timely service reflects a significant improvement from the mid-1990's when the average adjudication time was 24 weeks. The reduction was achieved through various strategies, including increased staff resources and an improved triage process that identified and expedited cases that involved urgent medical situations or children with disabilities. These and other service and organizational enhancements undertaken within the Ministry's Provincial Services Branch were recognized by the Premier's Award for Innovation and Excellence in the category of Organizational Excellence.

Ministry Response

The Ministry will continue to focus on providing timely decisions on new applications for Persons with Disabilities designation in the future. In response to the Ministry's significant success in providing timelier decisions in 2007/08, more ambitious future-year targets have been established for this measure.

Objective 2.1: Persons with disabilities who seek employment or volunteer opportunities are supported through the revised Employment Program for Persons with Disabilities

Delivered throughout the province by community-based service providers, the Employment Program for Persons with Disabilities provides a range of specialized employment programs to help persons with disabilities realize their goals of part-time and full-time paid employment, self-employment, voluntary employment and greater community involvement. Participation is voluntary and is available to ministry clients and members of the general public with disabilities.

Investments in Employment Services for Persons with Disabilities:

Since 2001, the Ministry has invested $135 million in specialized employment services for British Columbians with disabilities.

Strategies

- Implement and monitor the revised Employment Program for Persons with Disabilities.

Performance Results

Performance Measure	2002/03 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2006/07 Actual
Percentage of persons receiving disability assistance with income from working or a volunteer supplement	13.6%	15.7%	19.5%	21.3%	21.1% SUBSTANTIALLY ACHIEVED

Data Source: Research, Evaluation and Statistics Branch, Ministry of Employment of Income Assistance.

Discussion of Results

This measure tracks the Ministry's success in assisting disability assistance clients to realize their goals of employment or volunteering. Employment and volunteering increase community participation, self-reliance and employability among persons with disabilities and, as a result, reduce levels of social isolation. The baseline reflects the Ministry's caseload in March 2003.

Since 2002/03, the percentage of Persons with Disabilities clients with income from working or a volunteer supplement has increased by 7.5 percentage points or 55 per cent. Improvements in this measure were driven largely by a strong labour market and ministry policies and practices that support disability assistance clients' capacities to work or volunteer such as individualized employment programming and the community volunteer supplement.

The Ministry substantially achieved its 2007/08 target for this measure. The shortfall can be attributed to the increasing number of Persons with Disabilities clients who are leaving disability assistance for employment. It was also affected by the transfer of 2,000 Community Living BC clients to the Ministry's disability assistance caseload. These individuals tend to have lower levels of participation in employment when compared to the disability assistance caseload in general.

Objective 2.2: Minister's Council on Employment for Persons with Disabilities continues to remove barriers to employment for persons with disabilities through partnerships with business and industry throughout the province

The Minister's Council on Employment for Persons with Disabilities, with representation from the business community and public, private and education/training sectors, is designed to engage employers in finding concrete solutions to increase the employment, employability and independence of persons with disabilities in British Columbia. In 2007/08, the Minister's Council also worked with the Ministry and employment program service providers in communities across the province to fully engage persons with disabilities in the unique opportunities emerging from the 2010 Olympic and Paralympic Winter Games, including access to world class sporting and arts events, as well as emerging direct and indirect employment opportunities.

Strategies

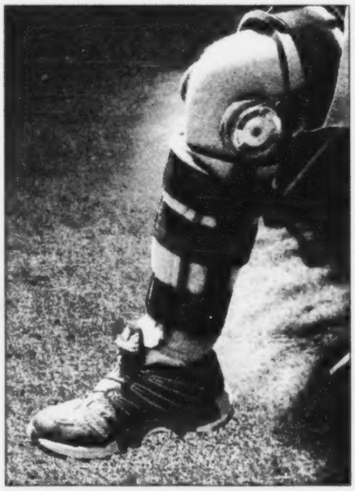
- Improve linkages among persons with disabilities and the business community, businesses and community-based job placement agencies and service providers.
- Support the Minister's Council's *10 by 10 Challenge* to increase employment for persons with disabilities in communities across the province by 10 per cent by 2010.
- Expand opportunities for persons with disabilities to participate and volunteer in the 2010 events through the Employment Program for Persons with Disabilities and WorkAble Solutions website.
- Assist 2010 Legacies Now in developing sustainable, community-based initiatives focused on sport and recreation, arts, literacy, and volunteerism.

Objective 2.3: Develop and implement a comprehensive and integrated system of support and services for persons with disabilities

The Government has made the development of a comprehensive and integrated system of support and services for persons with disabilities a key priority. Through the Disability Strategy, the Ministry will provide new and simplified solutions to ensure that disability supports and services are more accessible and more responsive to those who they serve.

Strategies

- Lead, in collaboration with partner social development ministries, the alignment of eligibility criteria for government's disability supports and services.
- Simplify the Persons with Disabilities designation application and adjudication processes.
- Streamline processes for children with disabilities or special needs to ensure a smooth transition of services from children's programs to adult programs.
- Work to ensure that the Workable Solutions website continues to meet Web Accessibility Initiative standards.



Goal 3: Support integrated service delivery through cross ministry services that provide disadvantaged British Columbians with supports that are responsive to their unique needs

The Ministry plays an important role in the collaborative effort of ministries, other levels of government and community organizations to successfully integrate income support, housing, health, education and employment services for disadvantaged British Columbians.

Objective 3.1: Provide homeless British Columbians with community-based support services in collaboration with the Premier's Task Force on Homelessness, Mental Illness and Addictions

As a member of the Premier's Task Force on Homelessness, Mental Illness and Addictions, the Ministry is a partner in developing a comprehensive approach to addressing homelessness in British Columbia. Outreach programs continued to be expanded in urban and rural communities across the province to connect homeless individuals and those at risk of homelessness with income assistance and safe shelter, often on the same day.

Strategies

- Explore alternative approaches to dual diagnosis clients with the Solicitor General, BC Housing, and the Ministry of Health.
- Continue to support the development and implementation of recommendations from the Premier's Task Force on Homelessness, Mental Illness and Addictions.
- Expand the Vancouver Downtown East Side's Housing Integrated Task Team model, targeting unscrupulous landlords, to other communities across the province.
- Expand outreach programs in communities across the province to assist potential clients that are homeless, in medical care or in correctional facilities.
- Continue to develop and implement an Inter-ministry Strategy for Mentally Disordered Offenders.
- Continue to support the Vancouver Agreement until March 2008.

Objective 3.2: Support the development of common systems and information sharing among social sector ministries to improve service delivery and enhance client outcomes

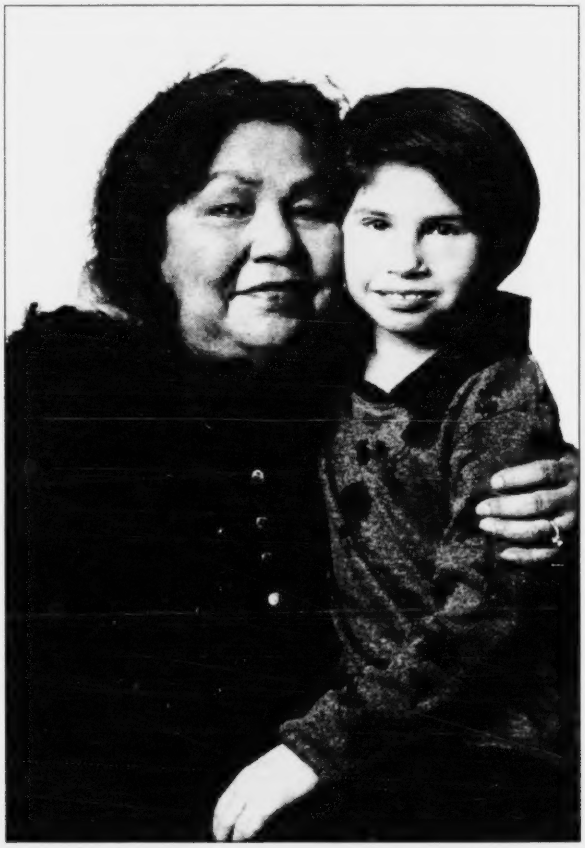
Ministry clients often require the services and supports provided by other ministries, including Health, Children and Family Development, and Education. New inter-ministry data sharing processes that respect the confidential nature of personal information and comply with information and privacy legislation are critical for developing effectively integrated programs and ensuring that clients receive better service from government.

Strategies

- Work with the Ministry of Labour and Citizens' Services and the Ministry of Children and Family Development on a case management system that will facilitate an integrated and citizen-centred approach to service delivery.
- Complete Data-matching project with the Ministry of Health to assess client use of the medical system.
- Partner with the Centre for Applied Research in Mental Health and Addiction to evaluate client outcomes associated with the Drug Treatment Court of Vancouver.
- Assess the impact of pre-release programs on income assistance dependency in support of an inter-ministry strategy for mentally-disordered offenders.
- Monitor information and systems to ensure proper safeguards and appropriate usage of personal information as well as strict adherence to the *Freedom of Information and Protection of Privacy Act.*

Objective 3.3: Improve the employment and literacy supports available to Aboriginal people through collaboration with Aboriginal organizations and other Ministry stakeholders, ministries and governments

In support of the B.C. Government's New Relationship with Aboriginal people and the goals identified in the Transformative Change Accord, the Ministry continued to liaise with Aboriginal organizations to identify social, education and economic opportunities for Aboriginal citizens.



Strategies

- Work with Aboriginal Human Resource Development Agreement holders to provide Aboriginal persons with targeted employment programming.
- Complete the mapping of personal supports programs and services delivered or funded by the provincial, federal and First Nations governments and Aboriginal organizations to determine options for integration.
- Work with Aboriginal community on the development and implementation of the Aboriginal Self-Identifier Project.

Objective 3.4: Link clients with the Ministry of Tourism, Sport and the Arts' ActNow BC initiative which addresses the risk factors of physical inactivity, tobacco use, obesity, poor nutrition and alcohol use during pregnancy

The Ministry played an important role in supporting ActNow BC, a comprehensive health promotion program designed to support individuals and communities in protecting and improving their wellness. Ministry clients were provided with supports that promote good nutrition and a physically active lifestyle, including natal nutritional supplements and camp fees for children.

Strategies

- Provide natal nutritional supplements, Christmas supplements, camp and recreation fees, and Healthy Kids optical and dental coverage for children in low and moderate-income families.
- Increase awareness of the Healthy Kids and other health-promotion programs to encourage financial independence for low and moderate-income families.

Healthy Kids:

In 2007/08, the Healthy Kids program provided dental services to 61,787 children and optical services to 9,887 children for total program expenditures of almost $19 million.

Objective 3.5: Contribute to government's effort to maximize the physical intellectual, social and emotional potential of the province's children

Providing children with the opportunities to succeed requires the involvement of families, communities and all levels of government. In 2007/08, the Ministry continued to provide specialized supplementary assistance to assist with the health, dental and educational needs of children and invested in targeted programs to support children in low-income families.

Strong Start:

The Ministry provided funding for bus passes for three months to 700 families with preschool-aged children to attend their local StrongStart BC early learning centres — an investment of $150,000.

Strategies

Provide a suite of supplementary assistance, including a School Start-Up Supplement, and higher rates of support to clients with children.

Goal 4: Provide employment programming that is flexible in meeting individual client needs to achieve sustainable employment

Employment is the key to improving short- and long-term outcomes for many clients. The BC Employment Program, Community Assistance Program, Bridging Employment Program and Employment Program for Persons with Disabilities are designed to ensure there is a high degree of flexibility available to tailor services to meet the needs of individual clients.

Performance Results

Performance Measure	2006/07 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of BC Employment Program clients who achieve $560 or 70 hours per month	23%	N/A	23%	25%	30% EXCEEDED

Data Source: Employment Programs Management Branch, Ministry of Employment and Income Assistance.

Discussion of Results

Assisting clients to find employment and achieve independence is a critical aspect of the Ministry's work. This measure gauges the success of the Ministry's commitment to assisting those clients who are able and Expected to Work to achieve independence through employment. The baseline is the year in which the BC Employment Program was introduced.

The Ministry exceeded its target for this measure in 2007/08. This strong performance can be attributed to the continued strength of the provincial labour market, ministry policies and programs that encourage employable clients to find employment and the introduction of new performance and outcome focused employment programming.

Objective 4.1: Job ready clients will be assisted to reach independence as quickly as possible

Back-to-School Starter Kits:

In 2007/08, the Ministry provided funding for 1,500 Adult Basic Education Back-to-School Starter Kits for income assistance clients who are committed to upgrading their education. The Ministry encourages employable clients to upgrade their education in the evening or part-time.

Expected to Work clients are supported to achieve financial independence through the BC Employment Program, which is delivered by three prime contractors in nine service delivery bundles across the province, with 82 sub-contractors, forming an extensive service delivery network with in-depth knowledge of community labour markets. The BC Employment Program offers flexible and individualized employment programming to meet the unique needs of clients through three main components: Client Intake; Directed Work Search; and Individualized Services and Supports such as life-skills coaching, short-term certificate training and employment services.

Strategies

- Monitor client outcomes relating to the new BC Employment Program.

Objective 4.2: Invest in clients with barriers to help them progress towards sustainable employment

The Ministry recognizes that some clients face significant barriers and are less ready to engage in employment for a variety of reasons. In 2007/08, the Ministry offered a variety of specialized life skills programming to assist these clients in enhancing their quality of life and participation in their communities, including the Community Assistance Program and the Bridging Employment Program.

Strategies

- Monitor the revised Community Assistance Program.

Life Skills Programming:

In 2007/08, 6,000 multi-barriered clients were assisted by the Community Assistance Program, which offers personal counseling, life-skills programming and connections to external community services. Another 600 clients were assisted through the Bridging Employment Program, which provides training, counseling and supports to women who have experienced violence or abuse.

Report on Resources

Resource Summary Table

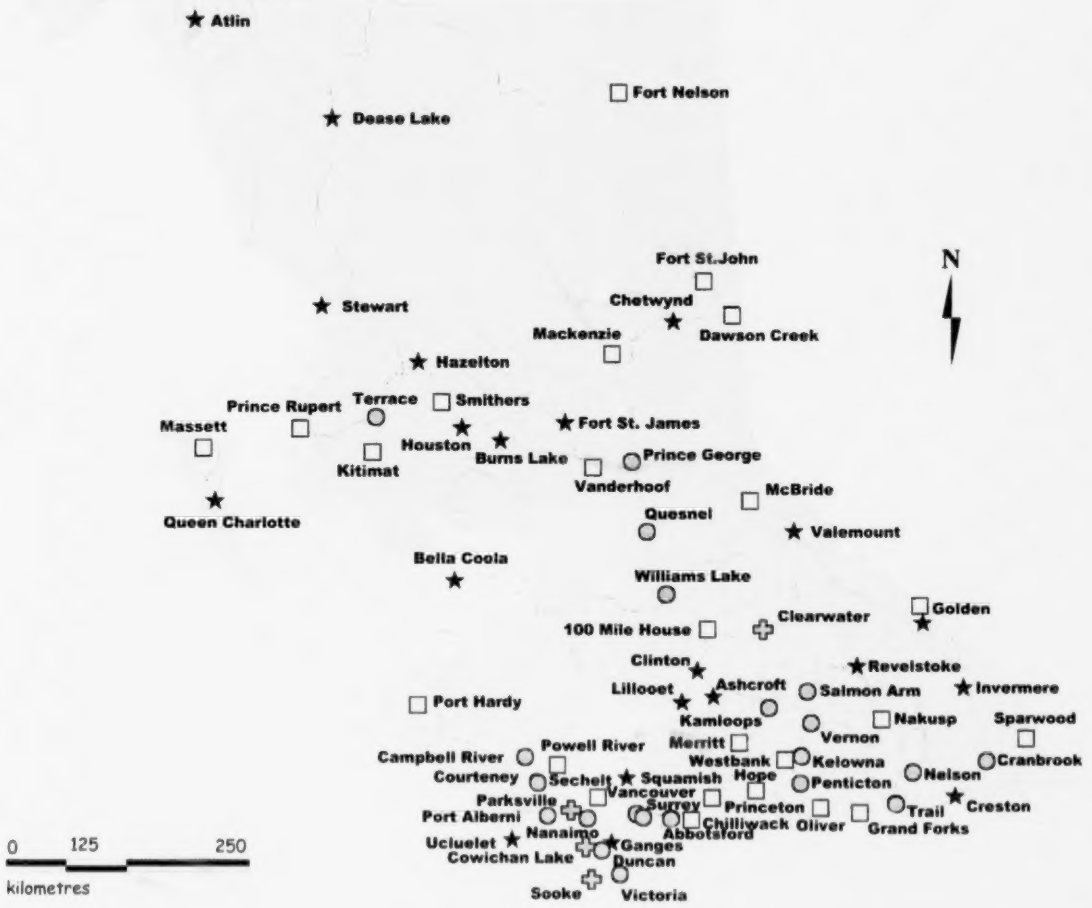
	Estimated	Actual	Variance
Operating Expenses ($000)			
Employment Programs	97,867	91,833	(6,034)
Temporary Assistance	358,180	355,356	(2,824)
Disability Assistance	732,884	723,766	(9,118)
Supplementary Assistance	263,809	278,580	14,771
Employment and Assistance Appeal Tribunal	2,070	1,665	(405)
Executive and Support Services	24,718	25,786	1,068
Total	**1,479,528**	**1,476,986**	**(2,542)**
Full-time Equivalents (FTEs)			
Employment Programs	302	280	(22)
Temporary Assistance	514	484	(30)
Disability Assistance	592	578	(14)
Supplementary Assistance	312	298	(14)
Employment and Assistance Appeal Tribunal	14	12	(2)
Executive and Support Services	239	224	(15)
Total	**1,973**	**1,876**	**(97)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)			
Executive and Support Services	17,595	3,869	(13,726)
Total	**17,595**	**3,869**	**(13,726)**

Employment Programs: The under-expenditure of $6.0 million or 6.2 per cent reflects a lower than forecast enrolment in the BC Employment Program and Employment Program for Persons with Disabilities. The Ministry's redesign of these programs was undertaken in anticipation of this trend and the new revised programs are expected to expand the service offering available to the Ministry's more barriered clients.

Supplementary Assistance: The over-expenditure of $14.8 million or 5.6 per cent is the result of investing in new complementary supports and services.

Annual Service Plan Report Appendices

Appendix A: Services Map



MEIA Regions

1 - Vancouver Island
2 - Vancouver Coastal
3 - Fraser
4 - Interior
5 - North

Services

○ EIA & PLMS Services
☐ EIA Services

Additional Services

Delivered Through:

★ Government Agent
✚ Trusted Third Party

*** PLMS Services include:**

Prevention & Loss Management Services (loss management initiatives, fraud investigations, prevention strategies)

*** EIA Services include:**

Employment Programs
Temporary Assistance
Disability Assistance
Supplementary Assistance

Call Centres:

Kamloops and Prince George

After Hours Office:

Vancouver

Regional Offices:

Victoria, Nanaimo, Vancouver Kamloops, Kelowna, Surrey, and Prince George

Prepared by: MEIA · SPRB
Jun 4, 2008

Appendix B: Ministry Contact Information

To find the local Ministry office that provides services for a particular community, go to: www.eia.gov.bc.ca/contacts/index.htm.

Service BC can also refer callers to the appropriate Ministry office and transfer callers free of charge. Hours of operation for Service BC are 8:00 a.m. to 5:00 p.m. — Monday through Friday, excluding statutory holidays.

In Victoria call: 250 387-6121
In Vancouver call: 604 660-2421
Elsewhere in B.C. call: 1 800 663-7867
Outside British Columbia call: 1 604 660-2421
E-mail address: EnquiryBC@gov.bc.ca

Telephone Device for the Deaf (TDD)
  In Vancouver call: 604 775-0303
  Elsewhere in B.C. call: 1 800 661-8773

Regional Service Delivery Offices

Region 1, Vancouver Island

100 — Vancouver Island Regional Office Victoria
East Wing - 4th Floor – 908 Pandora Avenue
PO Box 9956 Stn Prov Govt
Victoria BC V8V 3P3
Telephone: 250 387-9606
Facsimile: 250 387-9566
E-mail: OFF100@gov.bc.ca

100 — Vancouver Island Regional Office Nanaimo
2nd Floor - 6475 Metral Drive
Nanaimo BC V9T 2L9
Telephone: 250 390-6254
Facsimile: 250 390-6260
E-mail: OFF199@gov.bc.ca

Region 2, Vancouver Coastal

200 — Vancouver Coastal Regional Office
910 - 360 West Georgia Street
Vancouver BC V6B 6B2
Telephone: 604 660-3224
Facsimile: 604 660-2503
E-mail: OFF200@gov.bc.ca

Region 3, Fraser

300 — Fraser Regional Office
1800 - 13450 102nd Avenue
Surrey BC V3T 5X3
Telephone: 604 586-2992
Facsimile: 604 586-2681
E-mail: OFF300@gov.bc.ca

Region 4, Interior

400 — Kelowna Interior Regional Office
301 - 1726 Dolphin Avenue
Kelowna BC V1Y 9R9
Telephone: 250 717-2040
Facsimile: 250 717-2038
E-mail: OFF400@gov.bc.ca

400 — Kamloops Interior Regional Office
300 - 619 Victoria Street
Kamloops BC V2C 6W7
Telephone: 250 828-4600
Facsimile: 250 828-4614
E-mail: OFF400@gov.bc.ca

Region 5, North

500 — North Regional Office
404 - 299 Victoria Street
Prince George BC V2L 5B8
Telephone: 250 565-6220
Facsimile: 250 565-6366
E-mail: OFF500@gov.bc.ca

Appendix C: Additional Information

The following supplemental information can be found at www.eia.gov.bc.ca/publicat/REPORTS/annrpts.htm:

- Service Code and Organizational Values;
- Service Standards; and
- Performance Measures Methodologies.

Ministry of
Energy, Mines and
Petroleum Resources

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Energy, Mines and Petroleum Resources,
see Ministry Contact Information on Page 29 or contact:

Ministry of Energy, Mines and Petroleum Resources
PO BOX 9319
STN PROV GOVT
VICTORIA BC
V8W 9N3

or visit our website at
www.gov.bc.ca/empr/

Published by the Ministry of Energy, Mines and Petroleum Resources

Message from the Minister and Accountability Statement

We live in the best place on earth, bar none. What we have, others only dream about — abundant resources, an economy second to none, natural beauty, world-class cities and serene rural settings.

It was a record-breaking year for the Ministry of Energy, Mines and Petroleum Resources as both the oil and gas and mining sectors surged ahead.

Last year oil and gas revenues for the Government totalled $2.36 billion. The industry generated more direct revenue for the Province than any other resource sector in 2007. The industry has seen significant growth in the past seven years compared to the 1990s. From 1991–2000 the oil and gas sector contributed an average of $463 million a year to the Government coffers. Since 2001, Government revenue has increased to an average of $2 billion a year. Industry investment soared from approximately $1 billion per year to an average of $4 billion per year during the same time periods.

The tremendous growth can be attributed to soaring industry confidence, surging interest in our unconventional resources, our innovative royalty programs and booming investment in exploration and infrastructure.

The Ministry was also instrumental in opening the $12-million Oil and Gas Centre of Excellence in Fort St. John, which will develop training and opportunities for those wishing to pursue a career in the oil and gas industry.

The Ministry has been working with communities, industry, First Nations and environmental organizations to ensure the continued economic growth and development of these sectors is socially and environmentally responsible. We have signed an Economic Benefits Agreement with Treaty 8 First Nations and a Memorandum of Understanding that provides communities in Peace River Regional District with approximately $26 million per year to help offset the costs of rapid growth.

Our abundant natural resources — including minerals and oil and gas — are the backbone of our economy, and help provide the essential services we require.

The Ministry continued its leadership role in helping Government achieve its commitment to cutting B.C.'s greenhouse gas emissions by 33 per cent by 2020 through continued implementation of the BC Energy Plan: A Vision for Clean Energy Leadership.

British Columbians are lucky to enjoy amongst the lowest electricity rates in North America. Our province also has tremendous electricity generation potential. Unfortunately inadequate investment was made prior to 2001 to increase generation in the province. As a result, BC Hydro has been a net importer of electricity in seven of the past 10 years, relying on power from the U.S. and other jurisdictions to meet our needs.

That's why the Ministry continued to move forward with efforts to become electricity self-sufficient by 2016, with half of this need being met by conservation. We are supporting this Energy Plan commitment with significant investments from Balanced Budget 2008 in energy efficiency, including the $160 million Energy Efficient Buildings Strategy. This strategy provides $75 million to retrofit existing provincial public sector buildings, $60 million for LiveSmart BC: Efficiency Incentive Program, $20 million for Remote Communities, and $5 million to expand the use of solar energy systems.

BC Hydro plans to invest $3.4 billion in the Province's generation, transmission and distribution systems, and other facilities to ensure it can meet the electricity needs of the province. Included in these upgrades are improvements to the W.A.C. Bennett Dam and the Revelstoke Generating Station.

The Energy Plan also includes the $25 million Innovative Clean Energy (ICE) Fund. Fifteen projects valued at approximately $25 million, leveraging $78 million in investment, have been approved. Projects that receive support from the ICE Fund will help make the Province a global leader in alternative energy and power technology by showcasing B.C. technologies to the world and fostering solutions to our pressing energy challenges.

Another key initiative of the Energy Plan was the release of the BC Bioenergy Strategy in January 2008. The strategy includes $25 million in funding for a new bioenergy network to develop clean and alternative energy sources, and up to $10 million over three years to expand biodiesel production and benefit rural economies.

The mining industry in British Columbia also had a banner year, with exploration expenditures climbing to an all-time high of almost $416 million.

Through the work of the Ministry we are living up to our responsibility to manage our natural resources to ensure we meet our needs today and the future needs of our children and our grandchildren.

The Ministry of Energy, Mines and Petroleum Resources *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08 – 2008/09 Service Plan*. I am accountable for those results as reported.

RNeufeld

Honourable Richard Neufeld
Minister of Energy, Mines and Petroleum Resources

June 20, 2008

Message from the Minister of State and Accountability Statement

Mining has fuelled economic development throughout British Columbia since the first Gold Rush 150 years ago.

The Ministry of Energy, Mines and Petroleum Resources has worked hard to implement the BC Mining Plan, helping us achieve our vision of a thriving, globally competitive, safe and environmentally responsible exploration and mining industry, focused on the Plan's four cornerstones — communities and First Nations, protecting workers and the environment, global competitiveness and access to land.

We streamlined regulations and reduced regulatory overlap to maintain global competitiveness, and we continue to review existing regulatory requirements for additional streamlining opportunities with other partner agencies, such as the Integrated Land Management Bureau's FrontCounter BC and the Resource Management Coordination Project.

We are supporting education, training and skills development programs like the Reclamation and Prospecting (RAP) Pilot Project and the Aboriginal Minerals Training and Employment Initiatives to address skills shortages in the industry.

We developed and are implementing an Asia Pacific Initiative to encourage countries like China, South Korea and Japan to invest in B.C. exploration and mining projects and do business with the B.C. mining services sector. Successful trade missions to Asia in 2006 and 2007 enabled us to build important relationships and effectively promote B.C. mining on an international level.

Four new mineral finds by the Ministry's Geological Survey in 2007 demonstrate the great potential in British Columbia for discovery of new mineral deposits. Geoscience BC's QUEST programs are encouraging prospectors, geologists and exploration companies to invest their efforts and dollars in B.C. Since QUEST was launched, more than 82,000 hectares of mineral claims have been staked in the central B.C. Mountain Pine Beetle infestation area.

We are world leaders in environmental protection and mine reclamation practices. We do not issue a mining permit until the company shows the mine will be developed in a manner that will protect the environment and minimize its impact, and that the lands will be reclaimed to productive use. To date, thousands of hectares of previously mined land have been reclaimed and is being used mostly for forestry, grazing, recreation and wildlife habitat.

The Ministry is also committed to ensuring the mining sector remains one of the safest heavy industries in British Columbia. That is why recent amendments were made to the *Health Safety and Reclamation Code for Mines*. These include adopting new reporting requirements in the event of an accident or dangerous occurrence and creating consistency with WorkSafeBC standards.

In 2007, the Ministry also put a focus on the aggregate industry with firm compliance and enforcement action, new educational resources for workers, and a co-ordinated loss prevention initiative with the Aggregate Producers' Association of British Columbia.

The Province has provided $200,000 to industry associations in British Columbia to build stronger relationships with First Nations. B.C. and the Tahltan First Nation have developed a landmark plan for Tahltan territory to identify and address impacts related to existing mining sites. We have also signed a historic accord with the Kamloops and Skeetchestn Indian bands. Both agreements ensure that mining development occurs in an environmentally and culturally sustainable manner.

I am the Minister of State for Mining 2007/08 and, under the *Balanced Budget and Ministerial Accountability Act*, I have been responsible for achieving the following results:

- Develop and implement an Asia Pacific Initiative to encourage Asian countries to:
    - invest in B.C. exploration and mining projects, and
    - do business with the B.C. mining services sector (including engineering, reclamation, health and safety, financial and legal consulting service businesses).
- Improve global competitiveness and investment in B.C. by streamlining regulations and reducing regulatory overlap between various levels of government.
- Increase education, training and skills development to address skills shortages in mineral exploration and mining.
- Improve community and First Nations' awareness of the economic and social benefits from sustainable mineral exploration and mining.

The *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's 2007/08 Service Plan. I am accountable for those results as reported.

Krueger

Honourable Kevin Krueger
Minister of State for Mining

June 20, 2008

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Highlights of the Year

- The BC Energy Plan: A Vision for Clean Energy Leadership was released February 27, 2007 and throughout 2007/08 the Ministry led the implementation Energy Plan policy actions, such as the Innovative Clean Energy Fund and the Bioenergy Strategy. The Energy Plan puts British Columbia at the forefront with aggressive targets for zero net greenhouse gas emissions, new investments in innovation, and an ambitious target to acquire 50 per cent of BC Hydro's incremental resource needs through conservation by 2020.
- The $25 million Innovative Clean Energy (ICE) Fund completed its first Call for Proposals on March 3, 2008. Sixty applications were received representing projects worth almost $700 million, and seeking ICE Fund contributions of over $140 million. The Fund is designed to accelerate the commercialization of new, clean and renewable energy technologies, as well as make the Province a world leader in alternative energy and power technology.
- The BC Bioenergy Strategy: Growing Our Natural Energy Advantage, released January 31, 2008, will help British Columbia and other places in North America reduce greenhouse gas emissions and strengthen our long-term competitiveness and electricity self-sufficiency. Bioenergy is critical to achieving B.C.'s climate goals and economic objectives.
- 2007/08 revenues from the sale of petroleum and natural gas rights were $1.22 billion. This marks the first time in British Columbia history that rights sale values exceeded the billion dollar barrier. The previous record was $625.7 million in 2003/04.
- BC Geological Survey teams discovered four new mineralized areas in the Chezacut (Cariboo) and Terrace regions of the province. Using information gathered from geoscience field surveys and assessment reports filed by industry, the BC Geological Survey maintains the inventory of the province's mineral, coal and aggregate reserves and resources. This inventory is used to attract industry investment, assist government's stewardship of its rich mineral resource endowment, and manage and protect Crown lands.
- Ensuring the protection of workers' health and safety and the environment continues to be a top priority for the Ministry. 2007/08 saw the release of a new Ministry-commissioned guidebook titled "*Health & Safety: A Practical Guide for Aggregate Operations*", and revisions to the *Health, Safety and Reclamation Code for Mines in British Columbia*, which set new standards to further ensure the protection of workers and the public.
- The Ministry's award winning subsurface title registry, Mineral Titles Online (MTO), continued to process new claim registrations at record levels. Over five million hectares of mineral claims were issued in 2007/08. The MTO model will be implemented for coal title administration in the upcoming year.
- B.C.'s excellent geology and investment climate were centre stage during the 2007 Asia Pacific Investment Mission, which saw a B.C. delegation of industry and Ministry representatives travel to China, Japan and South Korea to promote mineral sector opportunities in B.C. There is no doubt that B.C. mineral exploration and mining has the world's attention.

In January 2008, it was announced that exploration expenditures in British Columbia reached $415.7 million in 2007. This is a 57 per cent increase from 2006 and an incredible 1,300 per cent over the 2001 investment level of $29 million.

- Particularly significant this past year has been increased interest by industry in B.C.'s shale gas opportunities, as evidenced by unprecedented sales activity in areas such as the Horn River Basin. This interest has been facilitated by both the new Net Profit Royalty Program to encourage the development of oil and gas resources that have higher costs and technical complexity, and the provision of geological information to conferences, trade shows and companies. Recent technological developments in horizontal drilling and stimulation in hydraulic fracturing have enabled extraction of natural gas from shales. Parcels in B.C.'s shale gas areas will continue to be posted for sale in 2008/09.
- A two-week European trade mission in November 2007, led by Minister Richard Neufeld to Italy, Sweden, Norway and Germany strengthened the international exchange of expertise in alternative energy. Highlights of the tour included B.C.'s Hydrogen Highway receiving a Technical Achievement Award at the World Energy Congress in Rome, a memorandum of understanding on Environment and Sustainable Technology signed with the Province of Trento, Italy, and the signing with Sweden's Ministry of Enterprise, Energy and Communications of a Joint Statement strengthening a partnership of information exchange and best practices for the development and use of bioenergy and biorefining technologies.
- In 2007/08, the Ministry completed the pilot First Nation and Remote Community Clean Energy Program, providing funding to support 10 community-based clean energy and demand side management projects, including community energy planning, energy efficiency programs, contributions to small hydro projects, sustainable housing design and energy efficiency upgrades. This pilot program was continued as the Remote Community Clean Energy Program in Budget 2008, with $20 million in funding over four years.
- The Ministry signed a Mining and Minerals Accord with the Kamloops Division of the Secwepmec Nation (KDSN) in March 2008. The Accord establishes a collaborative working relationship to ensure that mineral exploration and development in the Kamloops area occurs in an environmentally and culturally sustainable manner that addresses KDSN's interests.
- In November 2007, the Province and the Tahltan Nation developed a restoration plan to assess and address the impacts of past mineral exploration and development activity within Tahltan Territory. The restoration plan is a major accomplishment for the Tahltan-BC Minerals Working Group, which was established to review operational issues related to past and future mining activities in the Tahltan territory in northwest B.C., including the communities of Dease Lake, Telegraph Creek and Iskut.

Purpose of Ministry

The Ministry of Energy, Mines and Petroleum Resources is tasked with managing the responsible development of British Columbia's energy, mining and petroleum resource sectors. Through the promotion of teamwork and positive working relationships with our clients, we facilitate a climate for thriving, safe, environmentally responsible and competitive energy, mining and petroleum resource sectors. It is through these initiatives that the Ministry continues to contribute to the economic growth and development of communities throughout British Columbia.

In pursuit of its mandate, the Ministry is responsible for a wide range of policies and programs both specific to a particular sector and applicable across the energy, mining and petroleum resource sectors. Ministry responsibilities related to the mineral exploration and mining sector include permitting, mine inspections and safety, geoscience, skills training and educational programs. The Ministry undertakes initiatives to promote new energy technologies, energy conservation and alternative energy sources, such as bioenergy and renewables, including wind and solar power generation. It develops and implements British Columbia's policies with regard to electrical power generation and transmission. Regulatory policy for the oil and gas industry is another important part of the Ministry's mandate, and it ensures the orderly and timely extraction of British Columbia's oil and gas resources. Examples of the Ministry's oil and gas related initiatives include participation in job fairs, trade shows and service sector promotion, the provision of geoscience information and the development of royalty policy and incentives.

The Ministry manages the rights to Crown subsurface resources. Monthly oil and gas rights auctions are held and coal, underground gas storage and geothermal applications, mineral claims and mining leases are processed. The Ministry continues to explore potential frameworks for offshore oil and gas development for British Columbia as well as develop strategies and policies in the areas of land use, marketing, and Aboriginal and community relations. In developing its policies, legislation and guidelines, the Ministry consults with its clients in the oil and gas, mining, electricity and alternative energy industries, as well as communities, First Nations, and environmental and industry associations.

The Ministry administers 26 statutes pertaining to the energy, mining and petroleum resource sectors. The Minister of Energy, Mines and Petroleum Resources is responsible for the Assayers Certification Board of Examiners, the Mediation and Arbitration Board, and four Crown corporations which are described briefly below: the Oil and Gas Commission; BC Hydro; the BC Transmission Corporation; and Columbia Power Corporation.
See Appendix A for a hyperlink to the list of the agencies, boards and commissions for which the Minister is responsible.

The Ministry is responsible for providing policy direction to the Oil and Gas Commission, which regulates the oil and gas industry in British Columbia. The Oil and Gas Commission is a single-window regulatory agency with responsibilities for overseeing oil and gas operations including exploration, development, pipeline transportation and reclamation.

BC Hydro provides reliable, low cost electricity to 1.7 million customers and serves 93 per cent of the province's population. BC Hydro maintains sufficient energy supply and the capability to ensure safe electricity delivery to customers when it is needed, while balancing environmental and social considerations.

Under the *Transmission Corporation Act*, the BC Transmission Corporation is responsible for planning, operating and maintaining the Province's high-voltage electric transmission system. BC Hydro and BC Transmission Corporation are Government-owned Crown corporations, regulated by the BC Utilities Commission.

Columbia Power Corporation is a Crown corporation wholly-owned and controlled by the Province, existing under the *Business Corporations Act*. Columbia Power Corporation develops and operates power projects in the Columbia Basin on a joint venture basis with the Columbia Basin Trust. Columbia Power Corporation oversees the operations of the Brilliant power plant and Arrow Lakes Generating Station, and reached commercial operation at the Brilliant Project Expansion in September 2007.

The Ministry conducts its business in a manner consistent with Government's core values as identified in the Province of British Columbia's Strategic Plan.

2007 Energy and Mines Ministers' Conference

From September 23–26, 2007, British Columbia was proud to host the annual Council of Energy Ministers' and Mines Ministers' Conference in Whistler, which was attended by approximately 250 delegates from across Canada. Outcomes from the federal, provincial and territorial Ministers' meetings included decisions to take collaborative action on key issues such as engagement with communities and Aboriginal people, improvements to regulatory approval processes, measures to address skills and capacity barriers, and stimulating research and technical innovation in both sectors. Energy Ministers released, "Moving Forward on Energy Efficiency", their first collective publication, which includes a comprehensive list of tools from which governments, industry and other stakeholders can choose to enhance energy efficiency and conservation. In addition to meetings, delegates enjoyed tours of British Columbia energy and mining sites and the attractions of the Whistler area. The cost of the Conference was covered through industry sponsorships and delegate registration fees.

Strategic Context

During 2007/08, British Columbians witnessed high levels of employment, increased business opportunities and higher government revenue generated from the Province's growing energy, mineral and petroleum resources. Last fiscal year was a record year for the sale of petroleum and natural gas rights in British Columbia, with total revenue exceeding $1.22 billion for the first time ever. While the 2007 level of natural gas production remained virtually the same as that for the previous two years at 1.06 Trillion cubic feet, the number of natural gas and oil wells drilled declined. Weaker natural gas prices, the divergence of natural gas and crude oil prices as well as higher costs for material and labour last year were primarily responsible for the decline in drilling activity. However, with forecasts of rising natural gas prices, it is predicted that drilling activity in British Columbia will increase in 2008.

Electricity prices in British Columbia remained among the lowest in North America, thanks to continued public ownership of British Columbia's heritage assets, such as the Peace and Columbia hydroelectric facilities, the Government's establishment of the Heritage Contract that ensures British Columbia ratepayers continue to benefit from the low cost electricity from these assets, and the BC Utilities Commission's regulation of domestic rates. 85 per cent of total British Columbia electricity capacity is hydroelectric, and, based on estimated historical generation, 94 per cent of the Province's electricity comes from clean and renewable sources.

Mining in B.C. was estimated to be a $5.67 billion industry during 2007. British Columbia's excellent investment climate and the rapid escalation in mineral commodity prices have combined to drive very high levels of mineral exploration spending in British Columbia over the past few years. The consensus of world analysts attributes these strong mineral prices to extraordinary growth in Asian minerals demand at a time when the world's inventory of advanced mineral properties was particularly low. Stronger mineral prices provide excellent opportunities for mining in B.C., provided the province remains competitive. Government's focus continues to be on streamlining regulations for business in the province, without diminishing the high level of environmental stewardship as well as public and worker safety expected by British Columbians.

During 2007, Asia Pacific countries continued to experience strong economic performance and increasing demand for a wide range of services, technologies and resource commodities. The Ministry, in collaboration with other ministries, is maximizing trade and investment opportunities for B.C. energy and mining services and products.

The strong performance of the B.C. mining sector during 2007 resulted in a growing number of permanent, well paying employment opportunities for British Columbians. Preliminary estimates for 2007 put direct mine employment in B.C. at 10,800 persons, and mining employment has been rising steadily since 2002. One of the challenges facing resource-based industries is attracting young people into their workforces as the supply of older workers declines with the aging population.

There is an increased demand from communities, First Nations and stakeholders for earlier and more comprehensive information about energy and mining proposals. Many First Nations and communities are actively looking at the opportunities open to them to engage in proactive energy and mining planning, ranging from energy conservation programs to economic and resource development.

Open pit coal mine at Line Creek, B.C.

The public and stakeholders are making increased use of the Internet for doing business and obtaining information. The Ministry's clients have changing information needs and expectations that require alternative methods of service delivery.

Report on Performance

There was a transition in service planning with the 2008/09 service plans; performance measures were streamlined to better accord with the priorities of the Ministry. This year's report is based on the Service Plan developed in 2007/08, and therefore will not reflect these new measures.

A notable change that will be seen in next year's report is that it will include a report on annual investment in each of the three key sectors in the Ministry's mandate. Next year, annual investment in electricity facilities will be reported, in addition to the ongoing reporting of investment in oil and gas exploration and development and mineral exploration and mining, as published in this report. The annual investment in each of the three key sectors can be added together to provide an estimate of the total contribution of these sectors towards the provincial economy and reflects the employment and other business opportunities generated for British Columbians. The total annual investment in electricity generation and transmission facilities will include the capital invested in improvement and replacement of existing infrastructure by the major provincial electrical utilities — BC Hydro, BC Transmission Corporation and FortisBC — and Independent Power Producers, which supply electricity to the utilities.

Next year's report also will include an improved mining safety measure: the short term injury rate at B.C. mines from WorkSafeBC. This calendar year measure is a comprehensive and accurate representation of the accident rate for the mining sector, and includes data for all mines in B.C., including open pit coal and metal mines, quarries and underground mines.

Finally, next year we will be reporting on a new electricity conservation measure: incremental electricity savings achieved each year through utility and provincial conservation policies, programs and regulations. This measure is driven by policy actions one through nine of the BC Energy Plan. Targets represent electricity savings from BC Hydro's PowerSmart and FortisBC's PowerSense demand side management programs and conservation/stepped rate participants. Both of these utilities design and direct their energy efficiency programs to three main market sectors — residential, commercial and industrial. Savings are also achieved through energy performance codes and standards established for buildings and energy using devices.

Natural gas drilling at Cutbank Ridge, B.C.

Performance Plan Summary Table

Goal 1: Thriving and competitive energy, mineral and petroleum resource sectors For greater detail see pages 17 to 20	**2007/08 Target**	**2007/08 Actual**
Natural gas production	1.06 trillion cubic feet	1.06 trillion cubic feet ACHIEVED
Annual mineral exploration expenditure	$200 million	$415.7 million EXCEEDED
Capital investment in oil and gas activities	$4.5 billion	$4.5 billion ACHIEVED
Capital investment in new or existing mines	$ 400 million	$400 million ACHIEVED

Goal 2: Safe and environmentally responsible energy, mineral and petroleum resource development and use For greater detail see pages 20 to 23	**2007/08 Target**	**2007/08 Actual**
2.1 Operational practices at work sites that protect the public, workers' safety and the environment		
Flaring at oil and gas production wells	80	Estimate 80 ACHIEVED
Lost time accident frequency at mines	0% INCREASE	DATA AVAILABLE AUGUST 2008
2.2 Increased energy conservation and use of alternative, clean energy and efficient technologies		
Cumulative gigawatt/hours of electricity saved through the PowerSmart and PowerSense conservation programs	3,043	2,981 SUBSTANTIALLY ACHIEVED
Percentage of furnaces installed with Energy Star rating	60%	50% SUBSTANTIALLY ACHIEVED

Goal 3: The Ministry, First Nations, communities and industry working cooperatively for the responsible development and use of B.C.'s energy, mineral and petroleum resources For greater detail see pages 23 to 25	**2007/08 Target**	**2007/08 Actual**
3.1 Increased, appropriate and timely engagement of communities, First Nations and stakeholders in resource development, and a strengthened commitment to environmental and social responsibility		
Percentage of significant Ministry initiatives with communities/stakeholders/First Nations engaged	100%	100% ACHIEVED
3.2 Increased opportunity for First Nations to share in the benefits of responsible resource development and use		
Number of First Nations with new or renegotiated working arrangements on energy, mineral and petroleum resource development	55	55 ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Thriving and competitive energy, mineral and petroleum resource sectors

Objective 1.1: Increased investment, revenue generation and job creation in energy, mineral and petroleum resource development for the long term benefit of all British Columbians, and an increasingly secure, reliable supply of energy for the long term benefit of all British Columbians

Strategies

Key strategies for this objective include:

a) Attract investment by working with industry to develop and implement focused marketing and investment programs to showcase British Columbia as a centre of excellence for energy, mining, oil and gas development.

b) Work with industry, post secondary institutions, the federal government and provincial agency partners to further establish British Columbia as an innovation and high technology research and education centre.

c) Promote innovative and aggressive conservation and electricity procurement programs.

d) Work to diversify British Columbia's fuel supply.

e) Improve British Columbia's competitiveness in energy, mineral and petroleum development, by providing leadership and information, and investing in infrastructure.

Objective 1.2: Efficient and effective fiscal, legislative and regulatory frameworks and services that reflect the public interest, and enhanced social and economic benefits for all British Columbians

Strategies

Key strategies for this objective include:

a) Review regulatory issues in co-operation with other levels of government to ensure British Columbia remains competitive, and monitor the provincial regulatory environment for global competitiveness.

b) Continue to identify opportunities for appropriate regulatory reductions while ensuring the integrity of environmental, health and safety standards.

c) Develop and implement a faster and simplified approach to multi-agency exploration and mining approvals, with the Ministry of Energy, Mines and Petroleum Resources as the single co-ordinating agency.

d) Expand and improve online service delivery and the use of e-business.

e) Introduce new, targeted royalty and incentive programs to stimulate development of oil and gas resource opportunities, and review existing programs to ensure that they are still current and relevant.

Objective 1.3: Greater community awareness of the benefits of energy, mineral and petroleum resource opportunities

Strategies

Key strategies for this objective include:

a) Work with industry to develop and implement focused training and marketing programs to inform British Columbians about opportunities in the energy, mining, and petroleum industries.

b) Build community and industry relationships by engaging them in discussion about the benefits and opportunities of resource development, and developing an offshore oil and gas benefits sharing model.

c) Increase provincial awareness of energy opportunities by engaging school students in a discussion of responsible energy, mineral and petroleum resource development.

d) Pursue financial and co-operative energy partnerships with industry, such as those developed with Independent Power Producers, communities and other levels of government.

e) Manage Columbia River Treaty and Downstream Benefit Entitlement matters.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Natural gas production[1]	1.02 trillion cubic feet	1.164 trillion cubic feet	1.06 trillion cubic feet	1.06 trillion cubic feet ACHIEVED
Annual mineral exploration expenditure[2]	$220 million	$265 million	$200 million	$415.7 million EXCEEDED
Capital investment in oil and gas activities[3]	$4.9 billion	$4.7 billion	$4.5 billion	$4.5 billion ACHIEVED
Capital investment in new or existing mines[4]	$345 million	$513 million	$400 million	$400 million ACHIEVED

Data Sources:

[1] Source: British Columbia Ministry of Energy, Mines and Petroleum Resources. Raw natural gas production by fiscal year.

[2] Source: British Columbia Ministry of Energy, Mines and Petroleum Resources, based on annual surveys conducted by the Ministry in collaboration with Natural Resources Canada and Statistics Canada (calendar year).

[3] Source: Canadian Association of Petroleum Producers. These estimates are provided only by calendar year.

[4] Source: Based on Ministry of Energy, Mines and Petroleum Resources staff using data from annual surveys by PricewaterhouseCoopers and Natural Resources Canada, adjusted to reflect non-surveyed activities and post-survey developments.

Discussion of Results

Increased production of natural gas not only expands the supply of gas to the consumer, but also generates provincial revenue. The target set in our 2007/08 Service Plan was met, and is slightly lower than the preceding year's output as a result of weaker natural gas prices, the divergence of natural gas and crude oil prices as well as higher costs for material and labour.

Annual mineral exploration expenditures provide jobs for British Columbians throughout the province. If commercially viable deposits are discovered, new mines could be opened, providing more long term employment opportunities for rural communities. The target for mineral exploration expenditure was substantially exceeded and outstripped all previous years' performance. This exceptional result is due to British Columbia's improved policy and regulatory environment that attracted exploration funds being generated by financial markets in response to higher prices and strong demand in world mineral markets.

Capital investment in oil and gas activities not only provides jobs and related business opportunities for British Columbians, but helps to build provincial infrastructure. The Province derives significant revenues from oil and gas activities, helping to fund important social, health and education programs. The capital investment target was met even in the context of softening natural gas demand and prices in North American markets.

Capital investment in new or existing mines also provides jobs and business opportunities, builds provincial infrastructure, and provides revenue to the Crown. The target for mining capital investment was met.

Performance was lower than 2006/07 due to the multi-year nature of major mine maintenance cycles and tightening credit conditions.

Run of river hydro power generation at Rutherford Creek, B.C.

Goal 2: Safe and environmentally responsible energy, mineral and petroleum resource development and use

Objective 2.1: Operational practices at work sites that protect the public, workers' safety and the environment

Strategies

Key strategies for this objective include:

a) Develop leading health and safety standards and practices in co-operation with labour and industry groups.

b) Improve safety compliance through inspections and audits.

c) Work with individuals, industry, environmental groups, universities, colleges and other government organizations to expand environmentally responsible energy, mining and petroleum development.

d) Improve environmental compliance through inspections and audits at development sites.

e) Encourage the development and adoption of "Clean" technology through innovative funding mechanisms.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Flaring at oil and gas production wells[1]	100	90	80	80 ACHIEVED
Lost time accident frequency at mines[2]	2.5 days per 100 workers	0% increase	0% increase	DATA AVAILABLE AUGUST 2008

Data Sources:

[1] Source: British Columbia Ministry of Energy, Mines and Petroleum Resources and the Oil and Gas Commission. Fiscal year 2005/06 is used as base for the index (i.e., equals 100).

[2] Source: Industry Report: "Comparative Statistics for Mines in B.C.", WorkSafeBC data and Ministry staff statistics.

Discussion of Results

When natural gas is removed from the ground, some gas is routinely flared to prevent harm from exposure to unburned fuel. Flaring occurs while industry is drilling and testing wells for economic viability, to prevent damage to tight gas formations, and at oil and gas production facilities for safety purposes. As flaring wastes a valuable combustible resource and produces environmental effects, a flaring reduction strategy is being implemented. These figures represent flaring from oil and gas wells and facilities, converted to index numbers. Index numbers are useful to show trends in variables, and to calculate the expected change in the variable against the base period. For 2007/08, the index is 80, so there has been a 20 per cent reduction in flaring. The target was achieved, and the emerging trend line from previous years shows a steady decrease in flaring.

Lost time accident frequency refers to the time lost at mine sites due to worker injury. Data for this measure will not be available until August 2008. The Ministry has improved the measure used to track performance on mine safety for 2008/09, by using a rolling average of WorkSafeBC data for all B.C. mines.

The BC Bioenergy Strategy: Growing Our Natural Energy Advantage

The BC Bioenergy Strategy: Growing Our Natural Energy Advantage, released January 31, 2008, delivers on the BC Energy Plan commitment to implement a provincial Bioenergy Strategy which will build upon British Columbia's natural bioenergy resource advantages. Achievements for 2007/08 include:

- *Establishment of $25 million in funding for a provincial Bioenergy Network for greater investment and innovation in B.C. bioenergy projects and technologies.*
- *Establishment of $10 million in funding to advance provincial biodiesel production.*
- *BC Hydro's issuance of phase one of a two-part Bioenergy Call for Power, focusing on existing biomass inventory in the forest industry.*

Objective 2.2: Increased energy conservation and use of alternative, clean energy and efficient technologies

Strategies

Key strategies for this objective include:

a) Work with electricity generators, electricity utilities and consumers across British Columbia to ensure an active and co-ordinated focus on energy conservation in the province.

b) Increase the participation of local governments in the Community Action on Energy Efficiency Program and expand the First Nation and Remote Community Clean Energy Program.

c) Encourage the procurement of electricity from BC Clean sources.

d) Pursue strategic alliances with the federal government to further develop the hydrogen fuel cells industry and other technology that supports alternative energy.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Cumulative gigawatt/hours of electricity saved through the PowerSmart and PowerSense conservation programs[1]	2,102	2,624	3,043	2,981 SUBSTANTIALLY ACHIEVED
Percentage of furnaces installed with Energy Star rating[2]	35%	45%	60%	50% SUBSTANTIALLY ACHIEVED

Data Sources:

[1] Source: BC Hydro and FortisBC. These figures represent electrical savings through BC Hydro's PowerSmart and FortisBC's PowerSense demand side management programs.

[2] Source: Heating, Refrigeration and Air Conditioning Institute.

Discussion of Results

The cumulative target reflects the annual savings achieved due to BC Hydo's PowerSmart and Fortis BC's PowerSense demand side management programs that commenced after fiscal year 2001/02. For example, a program that removes an inefficient refrigerator will provide savings for multiple years. FortisBC results are based on a calendar year, beginning January 1, 2001. Both electric utilities offer a broad range of demand side management programs, which are targeted to the three main market sectors: residential, commercial and industrial. The Ministry's target was substantially achieved by reaching 98 per cent of the target. It was a stretch target based on a preliminary target from BC Hydro, which was subsequently lowered by BC Hydro from 2,900 to 2,800 GWh/yr.

ENERGY STAR is the international symbol of energy efficiency. The ENERGY STAR symbol helps consumers quickly and easily identify home appliances and other energy-using equipment that save energy. The ENERGY STAR symbol identifies products as high efficiency performers in their category. The ENERGY STAR symbol, which is placed on the product and/or incorporated in its literature, indicates that the product meets a premium level of energy efficiency making it easy for consumers to choose the most energy-efficient products sold in the Canadian marketplace. The target was substantially achieved as half of all the furnaces installed in B.C. were ENERGY STAR efficient.

LiveSmartBC: Efficiency Incentive Program

On February 19, 2008, Honourable Carole Taylor, Minister of Finance, announced a new three-year, $60 million LiveSmartBC: Efficiency Incentive Program to help British Columbians reduce both their carbon footprint and their energy costs through incentives to make their homes more energy efficient. The Ministry is implementing the LiveSmartBC: Efficiency Incentive Program which will give homeowners access to rebates for audits and incentives for specific energy efficiency retrofits. The program will also provide support for retrofits for low-income families as well as free energy audits for small businesses across British Columbia.

Goal 3: The Ministry, First Nations, communities and industry working cooperatively for the responsible development and use of British Columbia's energy, mineral and petroleum resources

Objective 3.1: Increased, appropriate and timely engagement of communities, First Nations and stakeholders in resource development, and a strengthened commitment to environmental and social responsibility

Strategies

Key strategies for this objective include:

a) Improve working relationships between industry and local communities and landowners by clarifying and simplifying processes, enhancing dispute resolution methods, and offering more support and information.

b) Support First Nations in providing cross cultural training to agencies and industry.

c) Assist industry with engaging First Nations in development proposals at an early stage.

d) Provide information about local development activities to local governments, education and health service providers to inform the development of social infrastructure.

e) Examine tenure policies and develop guidelines to address areas that require special consideration.

Performance Results

Performance Measure	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of significant Ministry initiatives with communities/stakeholders/ First Nations engaged[1]	100%	N/A	100%	100% ACHIEVED

Data Source:

[1] Source: Ministry of Energy, Mines and Petroleum Resources staff analysis.

Discussion of Results

A significant Ministry initiative is defined as a multi-divisional corporate initiative that will involve a change in the way that the Ministry does its business, for example the Oil and Gas Regulatory Improvement Initiative. If First Nations, local governments, landowners and non governmental organizations are informed and participate in responsible resource development, they will become more aware of the benefits that such development can provide for a community, and provide appropriate input into major policy initiatives. This was a new measure for 2007/08, so performance from the previous year is not available. The Ministry achieved its target of 100 per cent because engagement was initiated on all significant corporate projects which were sufficiently progressed to enable engagement to occur in 2007/08.

Objective 3.2: Increased opportunity for First Nations to share in the benefits of responsible resource development and use

Strategies

Key strategies for this objective include:

a) Engage First Nations to identify opportunities to participate in and benefit from energy, mineral and petroleum resource development.

b) Develop partnerships between First Nations, industry and government to fund skills, employment and business development opportunities.

c) Negotiate First Nations Agreements which engage First Nations from pre-tenure through to reclamation.

d) Involve First Nations and coastal communities in the development of an offshore oil and gas regulatory and benefit sharing model, and a remote Community Clean Energy Program.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of First Nations with new or renegotiated working arrangements on energy, mineral and petroleum resource development[1]	37	45	55	55 ACHIEVED

Data Source:

[1] Source: Ministry of Energy, Mines and Petroleum Resources staff analysis.

Discussion of Results

The Ministry's new or renegotiated working arrangements include a broad span of initiatives, from on-reserve oil and gas revenue sharing to formalized consultation processes. The benefits to communities from these arrangements include: revenues, formalized information sharing, defined steps for the fulfillment of consultation obligations, ability for communities to prioritize the use of their limited lands and resource staff, opportunities to discuss and participate in policy development, and access to training in the processes and systems used by the Ministry related to mining and oil and gas development. The target was met, and the Ministry is pleased with the steady increase in the number of co-operative arrangements with First Nations.

Geoscience BC QUEST Project

In 2007, the Ministry continued to support a wide variety of initiatives related to exploration and mining in partnership with industry. The Ministry is backing Geoscience BC's QUEST (Quesnellia Exploration Strategy) Project. One component of QUEST involves geophysical and geochemical surveys being conducted in the region affected by mountain pine beetle infestation with the aim of diversifying the economies of communities in this area, which have traditionally depended on forestry.

Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Oil and Gas	10,073	2,400	12,473	11,115	(1,358)
Titles and Offshore	5,511	0	5,511	5,500	(11)
Mining and Minerals	14,082	4,500	18,582	18,674	92
Electricity and Alternative Energy	2,389	0	2,389	3,111	722
Innovative Clean Energy Fund Special Account	0	123	123	123	0
Marketing, Aboriginal and Community Relations	4,968	728	5,696	5,792	96
Executive and Support Services	6,876	0	6,876	7,335	459
Contracts and Funding Arrangements	33,560	0	33,560	14,008	(19,552)
Subtotal — Operating Expenses	77,459	7,751	85,210	65,658	(19,552)
Statutory Appropriation — *Mines Act*	0	1,305	1,305	1,305	0
Adjustments of Prior Years' Accruals	0	0	0	(457)	(457)
Total	**77,459**	**9,056**	**86,515**	**66,506**	**(20,009)**
Full-time Equivalents (FTEs)					
Oil and Gas	70	0	70	63	7
Titles and Offshore	43	0	43	43	0
Mining and Minerals	118	0	118	104	14
Electricity and Alternative Energy	22	0	22	24	(2)
Marketing, Aboriginal and Community Relations	36	0	36	36	0
Executive and Support Services	26	0	26	26	0
Total	**315**	**0**	**315**	**296**	**19**

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Oil and Gas	383	0	383	3	380
Titles and Offshore	54	0	54	165	(111)
Mining and Minerals	813	0	813	150	663
Electricity and Alternative Energy	7	0	7	0	7
Marketing, Aboriginal and Community Relations	0	0	0	60	(60)
Executive and Support Services	178	0	178	860	(682)
Total	**1,435**	**0**	**1,435**	**1,238**	**197**
Other Financing Transactions ($000)					
Oil and Gas Commission Act					
Receipts	(31,393)	0	(31,393)	(31,319)	74
Disbursements	31,393	0	31,393	31,319	74
Net Cash Source (Requirements)	**0**	**0**	**0**	**0**	**0**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

Adjustment of prior years' accruals. Amounts reflect adjustment of prior year's expense accruals which were credited to Ministry expense and not available for the Ministry to spend.

Appendices

Appendix A: Links to Additional Resources

A List of Legislation Administered by the Ministry can be found at:
www.em.gov.bc.ca/legislation

A List of Crowns, Agencies, Boards and Commissions reporting to the Minister of Energy, Mines and Petroleum Resources can be found at: www.em.gov.bc.ca/crowns

A Link to the BC Energy Plan can be found at: www.energyplan.gov.bc.ca/

A link to the BC Mining Plan can be found at:
www.gov.bc.ca/empr/popt/reports/down/bc_mining_plan_02_2007.pdf

Appendix B: Ministry Contact Information

Deputy Minister's Office:

Eighth Floor
1810 Blanshard Street
PO Box 9319 Stn Prov Govt
Victoria BC V8W 9N3
Phone: 250 952-0683
Website: www.gov.bc.ca/empr

Regional Offices:

Northwest:
PO Box 5000
3793 Alfred Avenue
Smithers BC V0J 2N0
Phone: 250 847-7383

Central/Northeast:
350 - 1011 – 4th Avenue
Prince George BC V2L 3H9
Phone: 250 565-4240

South Central:
160 Oriole Road
Kamloops BC V2C 4N7
Phone: 250 371-6060

Southeast:
Second Floor
42 – 8th Avenue South
Cranbrook BC V1C 2K3
Phone: 250 426-1557

Southwest:
PO Box 9320 Stn Prov Govt
Seventh Floor
1675 Douglas Street
Victoria BC V8W 9N3
Phone: 250 952-0492

Ministry of Environment including Environmental Assessment Office

2007/08 Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Environment,
see Ministry Contact Information on Page 72 or contact:

Ministry of Environment
PO BOX 9339
STN PROV GOVT
VICTORIA BC
V8W 9M1

or visit our website at
www.gov.bc.ca/env/

Published by the Ministry of Environment

Message from the Minister and Accountability Statement

I am proud to present the *2007/08 Annual Service Plan Report of the Ministry of Environment and the Environmental Assessment Office.* This report reflects our continuing leadership role in delivering the government's Great Goal to lead the world in sustainable environmental management and outlines our accomplishments during the fiscal year ending March 31, 2008.

In 2007/08, we continued to build partnerships to enhance our commitment to wise management and shared stewardship of our extraordinary natural environment and its precious resources. We worked hard to bring together government, First Nations, the private sector, non-governmental partners and our citizens to find enduring, workable solutions to the many complex challenges that we face. Chief among these is climate change, which challenges all of us to strive toward achieving sustainable levels of greenhouse gas emissions and do our part to stabilize the rate of global warming for the long term. In November 2007, British Columbia took aggressive action on climate change by enacting the *Greenhouse Gas Reduction Targets Act*, which puts into law the government's target of reducing greenhouse gas emissions by 33 per cent by 2020.

Supporting initiatives aimed at reducing greenhouse gases and improving air quality were important ministry activities in 2007/08. The ministry invested in Green Fleets BC, which will help remove over 900 tonnes of smog-causing emissions and 200,000 tonnes of greenhouse gases from our air over the next three years. In June 2007, British Columbia became the first province in Canada to make clean technology mandatory in older commercial transport diesel vehicles to reduce diesel emissions and protect human health. Other initiatives championed in 2007/08 included a province-wide retrofit program for school buses and, in partnership with the Ministry of Transportation, the initial development of a Provincial Idle Reduction Initiative. This initiative will involve local governments, health authorities, community groups and the transport and tourism sectors. The involvement of many partners is crucial to reducing greenhouse gas emissions and improving air quality in British Columbia.

In 2007/08, we strengthened partnerships in support of the sustainable environmental management of our water and land resources. The ministry supported the Fraser Basin Council with additional funding for its ongoing work to improve the well-being of the province's largest watershed. We also continued our important work in promoting water awareness and information sharing and our support for water supply studies and community water management plans. Our efforts to protect surface and groundwater were also reflected in our activities on land where we focused on strengthening industry stewardship programs to reduce contamination in landfills. In August 2007, enhanced provincial recycling regulations resulted in a new industry-led program for safely handling electronic waste. This regulation keeps toxic metals like lead, mercury and cadmium out of landfills. In 2007/08, we also continued our support of the development of the Brownfield Renewal Strategy, an innovative approach to revitalizing abandoned and underutilized sites affected by pollution so that British Columbians can get the most value out of the land in their communities.

British Columbia's provincial parks get better every year. Over the past four years, our government has invested almost $83 million to upgrade park infrastructure and acquire additional parkland. In July 2007, our government signed a government-to-government agreement with the Hupacasath First Nation to collaboratively manage parks and protected areas within the Hupacasath traditional territory. To date, the ministry has signed a total of 30 Collaborative Agreements for the management of provincial parks in First Nations' territories.

In 2007/08, we continued to focus on the conservation of native species and ecosystems. In February 2007, the British Columbia Conservation Data Centre was recognized by the international organization NatureServe for its exceptional efforts over the past years to promote partnerships that foster better conservation of Canada's native plants, animals and natural habitats and particularly for the Centre's work around biodiversity and species-at-risk issues.

I am also pleased to report, that through British Columbia's leadership, a new National Task Force on Seafood Eco-Certification, which we co-chair, has been established under the Canadian Council of Fisheries and Aquaculture Ministers. We continue to promote our province internationally as a source for a wide range of high quality, safe and sustainable seafood products.

In 2007/08, the Environmental Assessment Office continued its role of assessing major development projects to avoid or mitigate adverse environmental, economic, social, health and heritage effects. The Environmental Assessment Office successfully managed a record number of projects in 2007/08, with over 70 projects in the environmental assessment process. The Environmental Assessment Office completed its review of eight of these projects in 2007/08.

Five of the projects that received Environmental Assessment Certificates will produce clean, renewable energy and support provincial goals for energy self-sufficiency and reductions in greenhouse gas emissions. The five projects represent the array of clean power options being explored in British Columbia: Mackenzie Green Energy Centre will produce 59 megawatts of electricity from biomass co-generation; Bear Mountain Wind Farm will produce 120 megawatts of electricity; the East Toba River Montrose Creek Hydro Project will produce 196 megawatts through run-of-river hydro generation; and the expansion of the Waneta and Revelstoke hydroelectric facilities will produce an additional 435 megawatts and 500 megawatts of electricity respectively.

This 2007/08 Annual Service Plan Report compares the actual results to the expected results identified in the Ministry of Environment's 2007/08 – 2009/10 Service Plan and the Environmental Assessment Office's 2007/08 – 2009/10 Service Plan. I am accountable for those results as reported.

Honourable Barry Penner
Minister of Environment and Minister Responsible for Water Stewardship and Sustainable Communities

June 20, 2008

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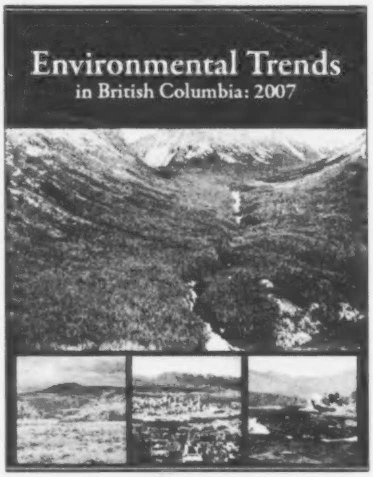
Ministry of Environment

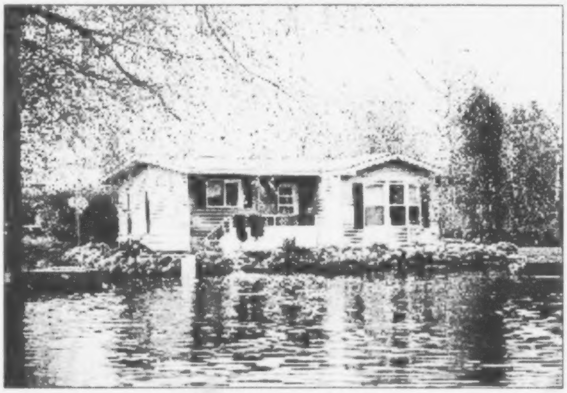
Highlights of the Year

In addition to the accomplishments outlined in the Message from the Minister, other key ministry achievements and noteworthy examples of service delivery during the 2007/08 fiscal year included:



- **Environmental Trends in British Columbia 2007:** The Environmental Trends Report was released in early January 2008 and is the fourth in a series of such reports from the ministry. The report, which is released every five years, includes indicators that show current conditions in the environment and the impacts of human activity. It also provides information on the impact of efforts to address sustainability issues. More information is available at: www.env.gov.bc.ca/soe/et07 .
- **Conservation Framework:** In 2007/08, the ministry made significant progress in the development of a new conservation framework that will establish conservation priorities and recommended actions for species and ecosystems. The current scientific knowledge for over 3,000 species is being compiled and evaluated, resulting in assigned priorities and recommended actions.
- **Wildlife Act:** The ministry has made significant progress toward the development and implementation of key changes to the *Wildlife Act* in 2007/2008, which will enable the ministry to regulate harmful and invasive alien species, control the feeding and attracting of wildlife, increase penalties for those who violate the *Wildlife Act*, and provide expanded authorities for park rangers to monitor hunting and fishing activities both inside and outside of parks.
- **Air Protection:** New air protection initiatives were introduced in 2007/08. These included sponsoring an expanded Scrap-It program, which provides an incentive to trade in older, emissions-producing vehicles, a province-wide, community-based woodstove exchange program, and an anti-idling initiative. The expanded Scrap-It program is under development and will be implemented in 2008/09. In early March 2008, the ministry also created the Clean Air Research Fund to support air quality and health research and government will introduce new requirements to make retrofitting of on-road heavy duty diesel vehicles mandatory by 2009.
- **Environmental Management Act:** A number of new codes of practice and regulations were enacted or amended in 2007/08 to further enhance environmental protection in

British Columbia. Examples include the waste discharge regulation, the slaughter and poultry processing industries code of practice, the vehicle dismantling and recycling industry environmental planning regulation, and the soil amendment code of practice. These new codes and regulations are the culmination of significant efforts and work by many ministry staff and stakeholders over the past three years.



- **Flood Safety:** The ministry made significant preparations to respond to increased flood risk in the spring of 2007 as a result of near-record snow packs. In partnership with the Ministry of Public Safety and Solicitor General, ministry staff managed $33 million provided by the Province and the federal government for local municipalities and diking authorities to prepare for spring flooding. The ministry also worked with local authorities to raise some dikes and provide erosion control in areas of risk. Also in 2007/08, several flood studies were completed to resolve issues in the Fraser Valley related to sea dike crest elevations and areas where existing dikes are low. Such efforts are essential for floodplain areas in the Lower Mainland to reduce the risk of significant financial cost and the risk to public safety.
- **B.C. Water Governance Project:** In 2007, the ministry launched the B.C. Water Governance Project to explore how water governance can be enhanced in British Columbia. The ministry commissioned a paper from the University of British Columbia to provide a better understanding of water governance issues in British Columbia. Three workshops were held in Langley, Prince George and Nanaimo to facilitate information exchange among the Province, First Nations, local governments, industry, water licensees and stewardship groups and to identify opportunities for advancing water governance in British Columbia.
- **Commercial Environmental Investigation Unit:** The specialized Commercial Environmental Investigation Unit (CEIU) was created in April 2007 to deal with major environmental investigations. Its investigators are highly mobile and located throughout the province, allowing them to provide responsive investigative services, including undercover operations. The establishment of the CEIU supports the Province's commitment to lead the world in sustainable environmental management.
- **Reduction of Bear-Human Conflicts:** The Conservation Officer Service partnered with the Pacific Rim Bear Smart Committee to help reduce bear-human conflicts in Ucluelet and Tofino. This innovative program won a Premier's Award for Innovation and Excellence. Each year, thousands of wildlife-human conflicts are reported throughout the province. Improving local understanding of how these conflicts can be prevented and reduced saves the Province tens of thousands of dollars and helps keep animals like bears in the wild and out of urban areas.

- **Marine Fisheries Eco-Certification:** British Columbia continued to play a leadership role in assisting B.C.'s major commercial fisheries to obtain third-party eco-certification. The London-based Marine Stewardship Council's (MSC) eco-certification program provides third-party certification to well-managed fisheries around the world that demonstrate sustainable use of an ocean resource. There are now six B.C. fisheries in full assessment under the MSC eco-certification program, and five additional fisheries preparing for certification. As a result of our efforts, British Columbia was invited to co-chair the new National Task Force on Eco-Certification reporting to the Canadian Council of Fisheries and Aquaculture Ministers.
- **Groundfish Integration:** British Columbia continues to provide input and support to the BC Groundfish Integration pilot plan, which is in its second year and is recognized as one of the best fishery management plans in the world. The plan allows fishers to turn their by-catch into a marketable product instead of discarding it. Under the plan, new monitoring standards are aimed at providing 100 per cent at-sea and dockside monitoring of catch for compliance with fisheries standards. Other components of the plan include new individual vessel quotas in lingcod and dogfish, individual quotas in rockfish fisheries, and instituting a temporary quota reallocation process among the various commercial groundfish sectors to address by-catch.
- **Land Acquisition:** In 2007/08, the ministry spent more than $5 million acquiring nine properties totalling 524 hectares for future inclusion in the parks and protected areas (or conservation lands) system. Working with a number of partners, such as The Nature Trust of British Columbia and The Land Conservancy, the ministry was able to combine funding to effectively double the Province's land-purchasing ability. Properties acquired in 2007/08, included the highly valued Gerald Island (Vancouver Island Region), which is known for its high ecological and recreational values, and Skaha Bluffs (Okanagan Region), which protects significant species and ecosystems of the arid interior, while providing world class rock-climbing opportunities.
- **Compliance and Enforcement:** In 2007/08, the ministry continued to demonstrate its commitment to environmental protection through the publication of the Quarterly Compliance and Enforcement Summary. In the 2007 calendar year, the ministry issued 29 orders, 164 administrative sanctions, and 2,068 violation tickets. Sixty-four court convictions were also rendered, which, when combined with ticket fines, totalled $658,524 in penalties for non-compliance. Reports are available at: www.env.gov.bc.ca/main/prgs/compliancereport.html .
- **e-Licensing for Fish:** In September 2007, the ministry launched a new e-Licensing service to make it easier for anglers to purchase recreational fishing licences. Under the new web-based system, individuals can purchase and pay online for a freshwater fishing licence for recreational purposes. Anglers can also purchase licences from vendors if they prefer. More information can be found at: www.fishing.gov.bc.ca/ .

Purpose of Ministry

Support government goals and initiatives

Ministry Vision

A clean, healthy and naturally diverse environment.

The Ministry of Environment manages and delivers a wide range of programs and services that support the government's environmental goals and objectives, particularly the Great Goal to "lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none." The ministry is a leader in implementing the government's climate change initiatives, a role that was strengthened in 2007/08 by the government's commitment to comprehensive climate action targets. In fulfilling this role, the ministry champions the government's vision of unifying British Columbians in the fight against climate change by engaging many areas of government, First Nations, stakeholders and society in this critical effort.

Promote stewardship and sustainability

The Ministry of Environment encourages environmental stewardship, provides environmental education opportunities, engages stakeholders and actively promotes the sustainable use of British Columbia's environmental resources. The ministry also promotes sustainable economic activity for the long-term health and benefit of the province and its citizens.

The ministry strives to enhance environmental protection and stewardship by monitoring air and water quality, reducing and removing wastes and toxins from the environment and emphasizing compliance activities. These efforts ensure safe, high quality water, land and air resources. The ministry champions the provincial freshwater fisheries through stewardship initiatives and works with the federal and other governments, stakeholders and industry to ensure sustainable marine fisheries, protected areas and ocean resources. Through the parks and protected areas system, a public trust that provides exceptional opportunities for conservation, outdoor recreation, education, scientific study and social interactions, the ministry ensures that healthy and diverse native species and ecosystems are maintained and that outstanding recreation and wildlife opportunities are available to all.

Serve our clients in a responsive way

The Ministry of Environment serves all citizens of British Columbia in their communities, businesses and workplaces. We also provide service to national and international companies and organizations that engage in business within B.C. We do so through our over 1,500 skilled and experienced staff in over 50 different communities throughout the province, and through effective partnerships with other government bodies, First Nations, industry, associations, communities and environmental groups.

Develop innovative partnerships

Some programs and services are provided by third-party partners such as park facility operators, and through ministry-supported projects delivered by organizations, such as BC Hydro, the Habitat Conservation Trust Foundation, the Freshwater Fisheries Society of BC, the Living Rivers Trust Fund, the BC Trust for Public Lands, the Pacific Salmon Endowment Fund Society and the BC Conservation Corps. This support, in turn, helps fund local programs that enhance the ministry's ability to fulfill its mandate. The ministry also participates in cross government initiatives with partners such as, but not limited to, the Ministry of Forests and Range, the Ministry of Health, the Ministry of Energy, Mines and Petroleum Resources, the Ministry of Agriculture and Lands, the Ministry of Transportation, the Integrated Land Management Bureau, the BC Climate Action Secretariat and the Environmental Assessment Office.

Administer legislation and set effective standards

Robust legislation and effective standard setting form the foundation upon which the ministry delivers its programs and services. The ministry has significant regulatory responsibilities and administers an extensive list of legislation. (See Appendix A for a link to this list.) The ministry is also responsible for ensuring compliance with these standards. To promote compliance, the ministry educates, motivates and employs a variety of strategies to help change behaviour and encourage voluntary compliance with regulatory requirements.

Uphold the ministry's values

To reflect our values of service excellence and accountability, we continually strive to improve the quality, efficiency and effectiveness of our programs and services, as well as those of our delivery agents, through program evaluation, business reviews, audits and satisfaction surveys. We perform our work in a professional manner that promotes an objective approach to environmental management.

Strategic Context

The Ministry of Environment plays a critical role in fulfilling the government's environmental objectives and priorities. The ministry defines its goals and objectives in relation to the government's strategic direction. However, a variety of factors and events may influence the ministry's ability to meet its objectives and those of the government.

Environmental Factors

In 2007/08, the ministry continued to build on existing programs, develop new initiatives to address adverse factors and respond to opportunities.

- Climate change continues to pose significant challenges to government and society. In British Columbia, warming trends are having far-reaching effects, impacting ecosystems and biodiversity. The effects of climate change also increase the risks to the environment and to infrastructure from volatile weather patterns, pest outbreaks and unforeseen events.
- A changing climate affects freshwater supply for agriculture, hydroelectric generation and fisheries. These resources and activities are also under pressure from increasing population and economic activity. A key challenge is sustaining freshwater supplies to meet human, agricultural and fishery demands.

- The mountain pine beetle has had severe regional economic and environmental impacts within British Columbia and is now considered a serious threat beyond B.C.'s borders. The mountain pine beetle infestation has harmed not only trees — it has changed the way forests affect groundwater, flooding and surface water runoff, necessitating new strategies to deal with these effects. Mitigating this impact continued to be a priority in 2007/08.
- In the spring of 2007, record snow packs increased the potential for significant flooding, throughout most of the province. Unpredictable events, such as flooding, fire, storms, oil spills, disease outbreaks and contamination of food and water supplies, can have serious effects on human health, ecosystems and the economy. They require an immediate response and mitigation activities from the ministry and its partners, such as those required to address a crude oil pipeline rupture near Burnaby on July 24.

Societal Factors

The population of British Columbia is expected to grow to over 5.5 million by 2030.[1] Such growth is likely to affect the environment in areas experiencing the greatest population increases, resulting in greater water, land and energy consumption.

- Population growth increases the demand for resources, goods and services, and exerts pressure on the environment from development and industry. Such growth can significantly impact the quality of water, land and air, generating waste and discharging pollutants into the environment. This trend may be offset by changing attitudes and practices among urban planners and industry. Efforts to develop denser communities and encourage greener modes of transportation are gaining momentum. Encouraging, too, are efforts to reduce the release of toxic chemicals and to clean up contaminated sites.
- The products British Columbians use in their homes and vehicles can contribute to environmental pollution and climate change. However, education and stewardship efforts are paying off. Currently, B.C. leads Canada in recycling and the total amount of non-hazardous waste diverted from landfills.[2] This trend is likely to continue as the use of recycling programs by residents and businesses continues to improve.
- Demographic changes, such as increasing cultural diversity and an aging population, are affecting the use of B.C.'s parks and protected areas. Urbanization and a shift away from nature-based experiences by young people means less connection with the environment. Managing expectations and identifying opportunities to offer a variety of experiences in parks and protected areas will continue to be a major focus for the ministry.

Economic Growth

- British Columbia's economy is based to a large extent on activities related to resource use. Sustaining a thriving economy and the high quality of life it affords the citizens of B.C. depends on maintaining a healthy, diverse environment. Forging partnerships among government agencies, industry and First Nations presents key opportunities for fostering equitable participation in economic activities related to resource use, developing more sustainable production methods and identifying priorities for mitigation.
- Businesses in British Columbia are increasing the production of "greener" products and are creating new market niches. Although exports of environmental goods and technologies from B.C. are still relatively small, opportunities exist to boost the export of goods designed for use in waste water management, renewable energy enterprises, environmental monitoring and air pollution control.[3]

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[1] BC Stats. Quarterly Regional Statistics. Fourth Quarter. 2007.

[2] BC Stats. "Recycling in BC." Environmental Statistics. November 2007.

[3] BC Stats. "The Greening of BC's Exports." Environmental Statistics. August 2007.

Report on Performance

The *Budget Transparency and Accountability Act* sets out government's accountability framework and planning and reporting requirements. The Annual Service Plan Report provides an overview of actual results compared to planned results from the previous year's Service Plan. The Performance Measurement Table summarizes the ministry's progress in relation to performance targets.

Performance Plan Summary Table

Goal 1: Clean and safe water, land and air For greater detail see pages 19 to 28	**2007/08 Target**	**2007/08 Actual**
1.1 **Enhanced protection and stewardship of our water resources** Percentage of water bodies monitored under the Canada – B.C. Water Quality Monitoring Agreement with stable or improving water quality trends	96%	96% Achieved
1.3 **Healthy air quality** Percentage of monitored communities achieving the Canada-wide standard quality objective for:		
Particulate matter ($PM_{2.5}$)	Maintain or improve (100% by 2010)	88% Not On Track
Low level ozone	Maintain or improve (100% by 2010)	100% Achieved
Ranking of $PM_{2.5}$ concentrations in Vancouver compared to major metropolitan areas of equal size (>500,000 population) across Canada	Maintain lowest ranking	Lowest ranking Achieved

Goal 2: Healthy and diverse native species and ecosystems For greater detail see pages 28 to 32	**2007/08 Target**	**2007/08 Actual**
2.3 **Protected, maintained and restored native species and ecosystems** Number of completed designations by the Ministry of Environment under the *Forest and Range Practices Act*:		
Wildlife Habitat Areas	444	1,084 Exceeded
Ungulate Winter Ranges	40	54 Exceeded
Fisheries Sensitive Watersheds	27	31 Exceeded

Goal 3: British Columbians share responsibility for the environment For greater detail see pages 33 to 37	**2007/08 Target**	**2007/08 Actual**
3.2 **Shared environmental stewardship is a priority for all British Columbians** Number of Parks Collaborative Management Agreements and Regional Fish and Wildlife Processes with First Nations	2 Additional	10 Additional EXCEEDED
3.3 **Industry and client groups implement best environmental management practices** Number of product categories with industry-led product stewardship programs	9	9 ACHIEVED

Goal 4: Sustainable use of British Columbia's environmental resources For greater detail see pages 37 to 46	**2007/08 Target**	**2007/08 Actual**
4.1 **Wise management and continued benefits of water and air** Number of water or watershed management plans completed and implemented	3	3 ACHIEVED
4.2 **Optimize public, outdoor and commercial opportunities from British Columbia's parks, fish and wildlife** Number of recorded park visits and visitor satisfaction level:		
Park visits	18.9 million (21.6 million by 2010)	18.2 million NOT ON TRACK
Visitor satisfaction level	Maintain or improve (from 83%)	84% ACHIEVED
Number of basic hunting and angling licences sold:		
Hunting licences	Increase to 100,000 by 2014/15	92,664 ON TRACK
Angling licences	Increase to 400,000 by 2014/15	332,826 ON TRACK
4.3 **Collaborative management and use of marine and ocean resources** Number of marine-based commercial and recreational fisheries managed through a collaborative decision-making process	4	5 EXCEEDED

Goal 5: A high performance organization For greater detail see pages 47 to 50	**2007/08 Target**	**2007/08 Actual**
5.1 **A client-focused organization that supports high quality service** Changes in satisfaction of client groups		
Client Satisfaction Index	Maintain or improve by 2008/09	DATA NOT AVAILABLE[1]
Communication of shared stewardship	Improve by 2008/09	
Consultation with stakeholders	Improve by 2008/09	

[1] The next survey is scheduled for September 2008.

Goals, Objectives, Strategies and Performance Results

The following sections present the ministry's goals and provide an overview of their supporting objectives, strategies and performance measures. This Annual Service Plan Report provides performance reporting based on the ministry's 2007/08 – 2009/10 Service Plan. For each performance measure, there is a discussion of the results, and if there is a significant variance between the target and the actual result, the ministry's response.

Goal 1: Clean and safe water, land and air

Objective 1.1: Enhanced protection and stewardship of our water resources

Achievement of this objective through effective legislation, innovative approaches to water governance and co-ordinated watershed-based planning contributes directly to the goal and is critical to the health of British Columbians and the environment.

Strategies

Key strategies for this objective include:

- integrating cross ministry initiatives to promote and enhance water stewardship;
- developing and implementing proactive planning and adaptation strategies to address emerging issues and cumulative effects (e.g., climate change, population growth and mountain pine beetle);
- encouraging local governments to include water stewardship and long-term sustainability in their planning and development programs;
- continuing to ensure safe and secure drinking water sources through the ministry's source water protection program;
- continuing to lead the development of water use plans and monitoring of water licence requirements;
- ensuring well-managed and accessible water resource information to support effective decision-making informed by science; and
- identifying and improving collaboration among government, academia and industry on science, research and monitoring to ensure continuous improvement in our knowledge of the provincial water resources.

Performance Results

Performance Measure: Water bodies monitored under the Canada–B.C. Water Quality Monitoring Agreement

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of water bodies monitored under the Canada – B.C. Water Quality Monitoring Agreement with stable or improving water quality trends	96%	96%	96%	96% ACHIEVED

Data Source: Ministry of Environment.

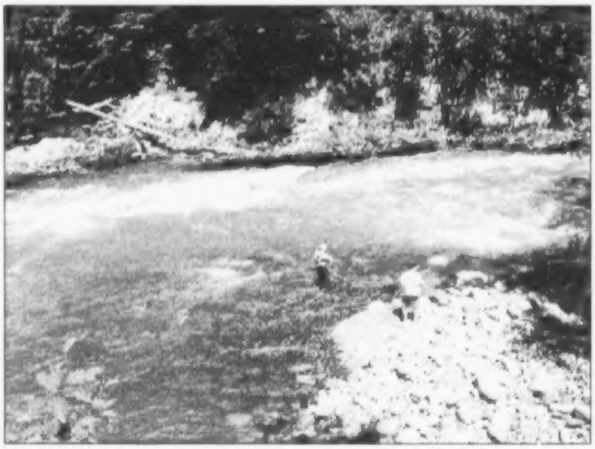
Explanatory/Benchmark Information: The ministry's measure reflects the government's measure for water quality trends and its 2015/16 target as presented in the *Province of British Columbia Strategic Plan 2007/08 – 2009/10.*

In addition to the 30 water bodies used to report water quality trends, the ministry uses water quality data from approximately 150 other community-based stations on other water bodies.

In 2004/05, 96 per cent of the monitoring stations in 30 water bodies had stable or improving water quality trends. In 2003/04 and 2002/03, 90 per cent of the monitoring stations in 30 water bodies had stable or improving water quality trends.

Discussion of Results

Rationale for the Performance Measure



This measure monitors trends in surface water quality based on the concentration of environmentally significant variables, such as metals, nutrients, pH, temperature, dissolved oxygen and flow, within 30 water bodies monitored under the Canada – B.C. Water Quality Monitoring Agreement. The purpose of the agreement is to provide co-ordination and integration of surface water quality monitoring activities within Canada and B.C., and to develop joint, cost-shared, comprehensive assessments of water quality. In total, 42 stations are monitored. However, 12 of these are new monitoring stations that have been added in the past three years, and water quality trends cannot be determined at these sites until data have been collected for a minimum of five years. This is expected to occur sometime after the 2009/10 fiscal year.

Gathering water quality data to find trends is a multi-step process. For each water quality monitoring station, data are collected every two weeks, or monthly, in some cases, and sent to accredited laboratories for analysis. Because the government does not expect to see changes in the data on a yearly basis, water quality specialists within the federal and provincial government assess sites on a five-year rotational basis.

The results of this measure provide a good indication of the outcomes of water protection efforts and stewardship of the province's water resources. In addition, the information helps inform authorizations for water use and helps establish further water monitoring requirements.

Achievements and Key Issues

The 2007/08 target was to maintain or improve water quality trends in the 30 water bodies monitored under the federal/provincial agreement. The target was achieved with 96 per cent of the monitoring stations having stable or improving water quality trends.

The Elk River continues to experience levels of selenium that are higher than the selenium water quality guideline. Selenium concentrations in the Elk River continue to increase at a rate of approximately 7 to 8 per cent per year as a result of selenium releases from coal-mining activities. The ministry, Environment Canada and coal-mining companies are collaborating through the Elk Valley Selenium Task Force. The Task Force will review all studies conducted in the Elk Valley, determine the potential environmental effects of selenium, and make recommendations for further areas of study. In 2008, the ministry will commission the detailed assessment of water quality data as a first step in developing site-specific water quality objectives for the Elk River. These objectives will provide a further rationale for selenium management actions, as well as regulatory limits and requirements.

Environment Canada and the ministry have recently deployed a continuous water quality monitoring buoy in the Fraser River estuary. The Fraser River estuary is an important and environmentally sensitive area and is considered a globally significant ecosystem. The deployment of this buoy is the first step in the process of identifying important trends in water and climate in the most sensitive portion of the river. The buoy provides hourly updated water quality information on variables such as turbidity, water temperature and dissolved oxygen, in addition to hydrometric and meteorological information. More information about the buoy can be found at: www.waterquality.ec.gc.ca/waterqualityweb/realtimeindex.aspx.

> *"You start to get a feel for the importance of fresh water when you realize that nearly two in 10 people in the world have no source of safe drinking water, and this in itself leads to countless unnecessary deaths every year. In British Columbia, we're very fortunate to have fresh water that's safe to drink, but we need to remain vigilant about protecting water from contamination."*
>
> — **Honourable Barry Penner**

Objective 1.2: Reduced contamination from toxins and wastes

By reducing contamination from toxins and wastes efficiently and effectively, the ministry will minimize impacts to water, land, air, human health and safety, and the economy.

Strategies

Key strategies for this objective include:

- exploring new ways to reduce municipal solid waste disposal;
- increasing the number of products requiring industry-led product stewardship programs;
- supporting the implementation of the Brownfields[4] Renewal Strategy for B.C.;
- promoting the development and adoption of integrated pest management practices; and
- developing a results-based regulatory regime that provides clear roles for government and stakeholders.

Objective 1.3: Healthy air quality

Most communities in B.C. have good air quality and meet ambient air quality standards. However, research shows that even low concentrations of air pollution can affect the health of British Columbians. Taking action to reduce air pollution will help improve the health of the province's citizens, address the government's air quality targets, preserve our environment and enhance our economic competitiveness.

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[4] Brownfields are abandoned, vacant, derelict or underutilized commercial or industrial properties where past actions have resulted in actual or perceived contamination and where there is active potential for redevelopment.

Strategies

Key strategies for this objective include:

- ensuring well-managed and accessible air resources information to support science-based decision-making;
- continuing to reduce emissions from industry, transportation and community growth;
- working with partners to reduce emissions from ports and marine vessels; and
- continuing to develop and support airshed management.

Performance Results

Performance Measure: Air quality monitoring — $PM_{2.5}$ and low level ozone

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of monitored communities achieving the Canada-wide standard quality objective for:				
Particulate matter ($PM_{2.5}$)	88%	93%	Maintain or improve (100% by 2010)	88% NOT ON TRACK
Low level ozone	95%	95%	Maintain or improve (100% by 2010)	100% ACHIEVED
Ranking of $PM_{2.5}$ concentrations in Vancouver compared to major metropolitan areas of equal size (>500,000 population) across Canada	2nd lowest	Lowest	Maintain lowest ranking	Lowest ranking ACHIEVED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: Due to an increase in the number of monitored communities having sufficient data to generate the statistics needed to determine the Canada-wide standard, the number of communities reported on for $PM_{2.5}$ and low level ozone has generally increased over time. In 2007/08, 23/26 communities met the $PM_{2.5}$ Canada-wide standard objective, whereas this figure was 26/28 in 2006/07. In 2005/06, 21/24 communities met the objective, whereas this figure was 14/16 communities in 2004/05. For low level ozone, 27/27 communities met the Canada-wide standard objective in 2007/08, whereas this figure was 26/27 in 2006/07, 25/26 in 2005/06 and 24/25 in 2004/05.

Discussion of Results

Rationale for the Performance Measure

The outdoor air contaminants of most concern in British Columbia, from a human health perspective, are particulate matter (PM) and low level or ground level ozone. Particles smaller than 2.5 microns ($PM_{2.5}$) are believed to pose the greatest health risk. These fine particulates, which are most often generated by combustion processes and chemical reactions that take place in the air, are easily inhaled and penetrate the lungs, posing a threat to human health.

Although ozone in the stratosphere (the ozone layer) is beneficial and filters out harmful ultraviolet rays, ground level ozone is a pollutant and can be damaging to human health and the environment.

The ministry, in conjunction with regional districts and industry, collects $PM_{2.5}$ data from approximately 50 air quality monitoring sites from over 30 communities across the province. The ministry also collects ozone data from approximately 35 monitoring sites from over 25 communities. Use of this performance measure is designed to help the ministry determine how effectively it is achieving its air quality improvement targets.

Achievements and Key Issues

$PM_{2.5}$ and low level ozone: For $PM_{2.5}$, the ministry continues to work toward meeting the target of 100 per cent by 2010. However, in 2007/08, the percentage of communities achieving the Canada-wide standard objective for $PM_{2.5}$ was 88 per cent. In 2007/08, 27 out of 27 communities monitored achieved the Canada-wide standard for low level ozone. Although the ministry achieved the 2007/08 target of 100 per cent, low level ozone is highly dependent on meteorological conditions. Further studies are required to determine actual trends.

Cross-Canada comparison of $PM_{2.5}$: Based on 2007 $PM_{2.5}$ data, Vancouver is ranked first in Canada, with respect to its air quality, among major metropolitan areas of similar size and population (see Figure 1). The government's 2015/16 target for $PM_{2.5}$ concentrations in major metropolitan areas is to maintain first place in the rankings.

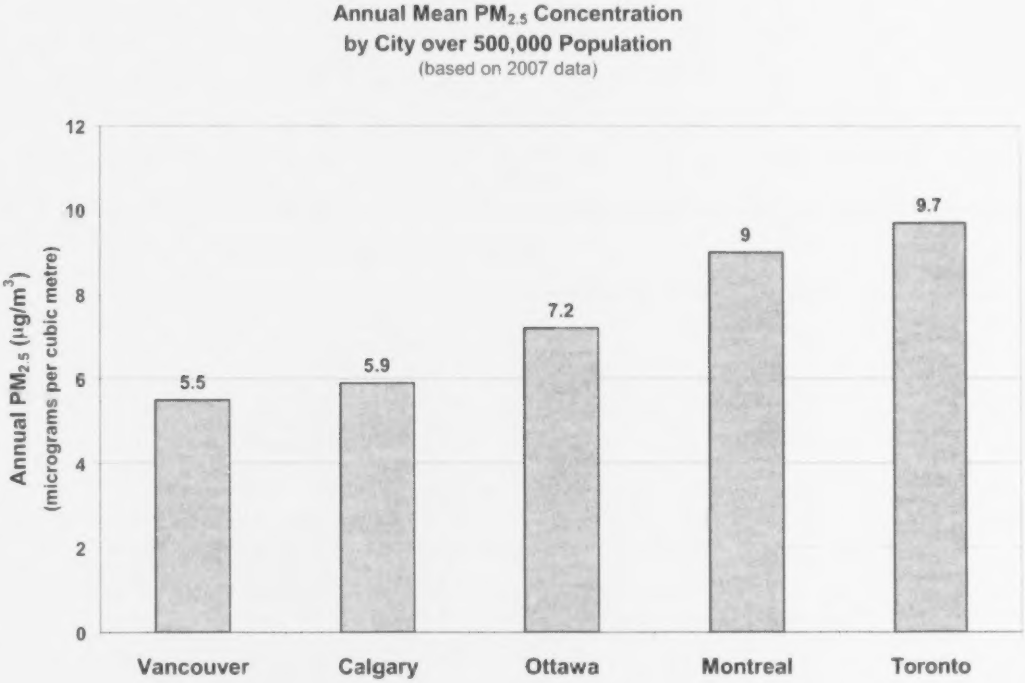

Figure 1. *Annual mean $PM_{2.5}$ concentration among major metropolitan areas in Canada of similar size.*

Ministry Response

While the ministry continues to work aggressively toward achieving the 2010 target for $PM_{2.5}$, there are a variety of factors influencing its ability to do so. These include:

- the expansion of the $PM_{2.5}$ monitoring network into communities where there was no previous data, which may result in identifying higher $PM_{2.5}$ concentrations in some areas;
- wildfires in British Columbia and neighbouring jurisdictions;
- burning related to the mountain pine beetle infestation and transportation of salvaged wood to mills;
- increasing energy costs, which has resulted in greater interest in burning wood as a source of fuel; and
- meteorological conditions that can either hinder or help the dispersion of pollutants away from a community.

To address these challenges, the ministry undertook a variety of activities in 2007/08:

- establishment of the first mandatory program in Canada to upgrade engines of older vehicles with diesel oxidation catalyst filters to reduce diesel emissions;

- funding to retrofit school buses in B.C. with diesel oxidation catalyst filters and to enable school districts around the province to purchase new clean-energy school buses;
- support for Green Fleets BC — a partnership initiative led by the Fraser Basin Council to reduce fleet emissions in the province;
- establishment of a provincial woodstove exchange program, and funding to support new woodstove exchanges in six communities and areas: Prince George, Kimberley, Grand Forks, Revelstoke, Golden, and the Okanagan Valley; and
- establishment of the $600,000 B.C. Clean Air Research Fund, which is now known as BC Clear, to advance air quality research in the province.

Although the communities of Vanderhoof, Valemount and Hope exceeded the Canada-wide standard target for $PM_{2.5}$ and ozone, community interest and involvement to improve air quality is strong. In Valemount, an Airshed Management Committee has been formed to improve air quality. The ministry supports this effort by offering technical expertise and resources, providing information-sharing and encouraging partnership-building. Other activities such as the provincial woodstove exchange are also being considered.

> *"Well-informed, engaged members of the public are our greatest allies in the fight against global warming and localized air pollution. Accurate, timely information will give people the tools to make environmentally responsible choices, reduce their emissions, and better protect air quality across the province."*
>
> **— Honourable Barry Penner**

Vanderhoof has passed a bylaw to regulate and control the installation of outdoor solid fuel combustion appliances such as wood-fired boilers that are used for space heating or the heating of water. Such appliances are a local source of emissions. Vanderhoof is also drafting a Clean Air Bylaw as a step toward improving local air quality.

Prince George is currently engaged in Phase Two of a three-phase Air Quality Management Plan. Three research studies that will form the basis of Phase Three of the airshed plan are also nearing completion. The scientific results of these studies will be used to prioritize actions to reduce emissions.

The ministry also continued to support community-led airshed activities in locations around the province, such as Port Alberni, the Sea-to-Sky corridor, Merritt, the Okanagan Valley, Quesnel, Prince George and the Bulkley Valley-Lakes District.

Objective 1.4: Effective responses to climate change

Climate change is a serious issue that has broad local, regional and global significance. Climate change includes gradual changes in average temperature and precipitation, and increased frequency of extreme events such as drought, heavy precipitation and coastal storm surges.

> *"British Columbia continues to work hard to deal with climate change. The B.C. government is funding initiatives such as ones with the Community Energy Association because we know actions from regional districts and local governments will be needed to help us meet our goal of reducing greenhouse gas emissions by 33 per cent by 2020."*
>
> — Honourable Barry Penner

Changes in climate drive changes in natural systems that will also affect economic and social interests.
The human-contributed greenhouse gases already in the atmosphere mean that ongoing climate change and its impacts are certain. All jurisdictions, including British Columbia, have a responsibility to join the global effort to reduce greenhouse gas emissions (mitigation) and prepare for the effects of future climate change (adaptation). These two necessary and complementary approaches are interrelated. Emission reduction is expected to slow climate change and provide human and natural systems more time to adjust to the altered environment.

The Province passed new legislation in the fall of 2007 that mandates greenhouse gas emission targets and the government's commitment to make government operations carbon neutral by 2010. The Province is developing additional tools that will enable implementation of key elements of the government's strategy to reduce greenhouse gas emissions by 33 per cent below 2007 levels by 2020.

In 2007, the provincial government announced the formation of a Climate Action Team, which includes leaders from environmental organizations, private enterprise, the scientific community, First Nations and academia. The Climate Action Team will recommend additional actions to achieve the 2020 target as well as recommend interim targets for 2012 and 2016.

The government also established the BC Climate Action Secretariat to co-ordinate and support the wide range of initiatives aimed at achieving provincial targets.

The Ministry of Environment is responsible for work in key areas that address both greenhouse gas reductions and climate change adaptation. These include:

- developing new regulations for industrial, landfill and vehicle tailpipe greenhouse gas emissions;
- reporting on provincial greenhouse gas emissions and leading work on developing a community energy and emissions inventory;
- preparing for the impacts of climate change on water and other environmental resources in B.C. by collaborating with and supporting partners such as communities, industries, other agencies and non-governmental organizations; and

Hybrid car.

- leading the initiatives designed to increase overall provincial capacity to prepare for impacts of climate change, including applied research, assessment of impacts, outreach and the development of adaptation tools.

Objective 1.5: Effective management of environmental risks

Events in the environment, such as industrial spills or flooding, can present risks to public health and safety, property and the environment itself. Although not all environmental risks are avoidable, effective management means that impacts from risks can be minimized. The ministry anticipates, responds to and manages the consequences of risks to the environment.

Strategies

Key strategies for this objective include:

- preparing for and responding effectively to high-risk environmental emergencies such as oil spills, hazardous material spills, gas leaks and flood and debris flows;
- developing a strategy to enhance partnerships for environmental stewardship in spill responses;
- reducing the risk to public safety through effective flood hazard management (working with local governments), drought management and dam safety programs;
- providing effective and timely forecasting of floods and droughts;
- reducing the risk to public safety through effective human-wildlife management and response programs;
- reducing the risk to the environment and human health and safety through effective compliance and enforcement strategies and actions, including development of a commercial environmental investigation unit; and
- remediation of high-risk contaminated sites.

Goal 2: Healthy and diverse native species and ecosystems

Objective 2.1: Well-managed and accessible information on species and ecosystems

The collection, storage, management and distribution of scientific information on native species and ecosystems provides for effective research, contributes to the understanding of the status of native species and ecosystems and is critical to making informed decisions.

Strategies

Key strategies for this objective include:

- compiling, consolidating, analyzing and distributing information on species and ecosystems;
- communicating the conservation status of species and ecosystems;
- providing guidelines and standards for the protection and conservation of species and ecosystems, including monitoring and reporting on achievements; and
- assessing the conservation status of plants, animals and ecosystems and related risks and threats within parks and protected areas.

> *The British Columbia Conservation Data Centre has been named the top conservation data centre in the western hemisphere for 2007. We're very proud of the work done by the B.C. Conservation Data Centre around biodiversity and species-at-risk issues. It's great to see this branch of our ministry and the individuals who work there receive this kind of recognition from an international organization such as NatureServe.*
>
> — **Honourable Barry Penner**

Objective 2.2: Well-managed parks and protected areas

The designation of parks and protected areas means these lands will be preserved for future generations and demonstrates British Columbia's commitment to the conservation of native species and ecosystems.

Strategies

Key strategies for this objective include:

- continuing to identify, designate and manage parks and protected areas;
- undertaking parks and protected areas planning and management to ensure long-term protection of natural, cultural and recreational assets;
- maintaining and promoting partnerships for securing and managing parks and protected areas;
- continuing to evaluate the assets of protected areas to support sound decision-making;
- incorporating the Healthy By Nature[5] messages into BC Parks communications; and
- adopting best business practices to optimize parks system management.

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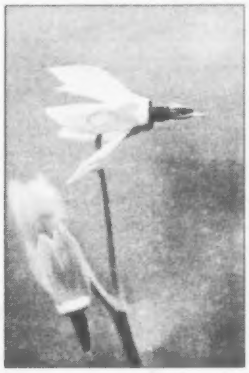
[5] Healthy by Nature is a Ministry of Environment initiative, in conjunction with ActNow BC, that emphasizes the link between parks, personal health and the health of families, communities and the environment.



Objective 2.3: Protected, maintained and restored native species and ecosystems

Ministry programs conserve biodiversity, maintain and enhance native ecosystems and achieve a balance between the needs of wildlife and the needs of people. The ministry encourages others to accept a greater role in environmental stewardship and facilitates community initiatives to protect and restore local environments.

Strategies

Key strategies for this objective include:

- continuing to work with and expand partnerships, including those with First Nations, to identify, protect and restore species and ecosystems;
- continuing to assess and monitor fish and wildlife populations and ecosystems to support improved resource management;
- continuing to assess, monitor and manage wildlife health;
- continuing to develop guidelines, policies and standards for the protection and conservation of species and ecosystems;
- continuing to monitor the effectiveness of and compliance with fish and wildlife guidelines;
- developing and implementing an enhanced legal and policy framework and regional-based planning programs;
- providing scientific advice to decision-makers and those responsible for developing and implementing resource use policies and land use planning initiatives;
- providing leadership in species-at-risk ranking and designation, and preparation and implementation of recovery plans;
- developing and implementing a provincial policy that balances water flow requirements for species, ecosystems, communities and industries;

- leading, in collaboration with the federal government, the development of a marine protected area system for the Pacific coast;
- developing and implementing a provincial human-wildlife conflict policy and response program to provide maximum wildlife protection consistent with public safety;
- developing and implementing sustainable fish and wildlife harvest policies that balance conservation, public safety and user demand;
- partnering with resource agencies on provincial access management; and
- reducing risk to native species and ecosystems by responding to offences with effective compliance and enforcement strategies and actions, including implementation of Seasonal Conservation Officers.

Performance Results

Performance Measure: Completed designations under the *Forest and Range Practices Act*

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of completed designations by the Ministry of Environment under the *Forest and Range Practices Act*, including Wildlife Habitat Areas (WHAs), Ungulate[1] Winter Ranges (UWRs)* and Fisheries Sensitive Watersheds (FSWs)	WHAs – 414 UWRs – 35 FSWs – 17	WHAs – 917 UWRs – 48 FSWs – 31	WHAs – 444 UWRs – 40 FSWs – 27	WHAs – 1,084 Exceeded UWRs – 54 Exceeded FSWs – 31 Exceeded

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: *The number for UWRs specifies the number of ungulate winter range packages; each package may have as few as 1 to more than 1,000 winter ranges. Thus, when monitoring progress in this area, it is important to also consider the amount of area designated.

March 31, 2008: 1,084 WHA designations approved covering 764,932 hectares; 54 UWR designations approved covering 4,598,086 hectares

March 31, 2007: 917 WHA designations approved covering 743,863 hectares; 48 UWR designations approved covering 3,601,200 hectares

March 31, 2006: 414 WHA designations approved covering 668,424 hectares; 35 UWR designations approved covering 2,658,725 hectares

March 31, 2005: 320 WHA designations approved covering 658,935 hectares; 28 UWR designations approved covering 2,284,917 hectares

[1] An ungulate is a hoofed mammal such as a caribou, moose, bison or goat.

Discussion of Results

Rationale for the Performance Measure

Designations under the *Forest and Range Practices Act* provide special management for species and plant communities affected by forest and range activities on Crown land. These designations provide legislated protection for habitats and contribute significantly to the conservation of native species. It is important to measure ministry progress in establishing environmental standards for the protection and restoration of species and their habitats under the Act.

The ministry's legal designations are for Wildlife Habitat Areas (WHAs), Ungulate Winter Ranges (UWRs) and Fisheries Sensitive Watersheds (FSWs). The number of WHAs and UWRs has steadily increased as shown in the table above. The number of FSWs, a new designation measured since 2006, is also expected to increase annually over the next several years.

Achievements and Key Issues

In 2007/08, the ministry exceeded the targets for WHAs, UWRs and FSWs. In 2007/08, 167 WHA designations were approved for a total of 1,084 WHAs, covering 764,932 hectares, and 6 UWR designations were approved for a total of 54 UWRs, covering 4,598,086 hectares. The ministry's 2007/08 target for Fisheries Sensitive Watershed designations was 27 and the total number of FSWs approved was 31.

A risk to achieving the ministry's targets is the level of funding available to assess potential designations. Annual business targets are based on expected levels of funding from the Forest Investment Account and other funding sources. The targets provide a count of only the number of designations. The size of the designations will vary depending on the species and their habitat requirements. In addition, reporting out on monitoring initiatives in the plan is key to ensuring that the conservation goals for designated areas are being met.

Ministry Response

The ministry exceeded its 2007/08 targets for the number of WHA, UWR and FSW designations. The exceeded targets for these three performance measures reflect the ministry's increased productivity in these areas.

Goal 3: British Columbians share responsibility for the environment

Objective 3.1: British Columbians understand the benefits of healthy living and the effect of their actions on the environment

> *Six outstanding British Columbians were selected to receive the 2007 Arbor Vitae Awards in recognition of their dedication to environmental protection and stewardship. "It was very rewarding to discover the number of dedicated, environmentally conscious people living and working across the province. Their actions are instrumental to move British Columbia ahead as a world leader in sustainability and responsible environmental management."*
>
> — Honourable Barry Penner

In order to foster an environmentally conscious society, people must become aware of the relationship between their actions and how those actions directly impact their health, the quality of their lives, and the lives of other people and species with which they share the environment. As British Columbians continue to make the connection between their activities and environmental impacts, they are much more likely to set a higher environmental standard for their own actions and those of others.

Strategies

Key strategies for this objective include:

- implementing and supporting a comprehensive and integrated ministry stewardship outreach strategy; and
- promoting outdoor activities as beneficial for a healthy lifestyle.

Objective 3.2: Shared environmental stewardship is a priority for all British Columbians

The ministry recognizes that a successful shared stewardship model needs to integrate co-operative and collaborative partnerships with First Nations, industry, associations, academia, communities, environmental groups and other government bodies across all sectors and geographic jurisdictions. Success depends on information and knowledge sharing, consultation and partnerships.

Strategies

Key strategies for this objective include:

- recognizing, promoting and enhancing shared stewardship through consultative processes and volunteer initiatives that engage stakeholders, clients and partners;
- promoting sustainable natural resource management through collaborative management and decision-making processes;
- pursuing opportunities for the Conservation Officer Service to provide shared compliance and enforcement activities through partnerships with other agencies; and
- enhancing and promoting shared stewardship through effective and timely communication of compliance activities taken to protect the environment.

Performance Results

Performance Measure: Number of partnerships with First Nations

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of Parks Collaborative Management Agreements (PCMAs) and Regional Fish and Wildlife Processes (RFWPs) with First Nations	21	25	2 Additional (27 total)	10 Additional (35 total) EXCEEDED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: Benchmark information for 2007/08 and previous years is:

2007/08 Totals: 30 PCMAs; 5 RFWPs
2006/07 Totals: 20 PCMAs; 5 RFWPs
2005/06 Totals: 16 PCMAs; 5 RFWPs
2004/05 Totals: 15 PCMAs; 5 RFWPs
2003/04 Totals: 14 PCMAs; 2 RFWPs
2002/03 Totals: 12 PCMAs; 2 RFWPs

Discussion of Results

Rationale for the Performance Measure

The ministry originally introduced this measure in the 2004/05 – 2006/07 Service Plan. The measure was developed to monitor the ministry's progress in developing partnerships with First Nations in support of the government's New Relationship initiative, which promoted government-to-government relationships between First Nations and provincial ministries. Parks Collaborative Management Agreements define how the Province and First Nations will work together to manage specific B.C. parks and protected areas. The measure was expanded in 2005/06 to include the number of official Regional Fish and Wildlife Processes.

Achievements and Key Issues

Since 2004, a total of 30 Parks Collaborative Management Agreements have been signed, and four more are in progress. Five Regional Fish and Wildlife Processes have been established and six more agreements have been initiated. The target has been exceeded, with a total of 35 signed Parks Collaborative Management Agreements or Regional Fish and Wildlife Processes. As a result, 115 out of a total of 198 bands in the province are engaged in these processes.

The Collaborative Agreement for the management of parks and protected areas in Hupacasath First Nation traditional territory focuses on park planning and capacity building, and on creating a forum for both parties to discuss issues of common interest. Through agreements like this, B.C. is able to work together with First Nations to ensure the long-term ecological and cultural integrity of the lands and resources in First Nations' traditional territories.

The ministry will continue to monitor the development and implementation of Parks Collaborative Management Agreements and Regional Fish and Wildlife Processes with First Nations as an important indicator of our success in establishing a shared stewardship approach to protecting the environment and fish and wildlife.

Ministry Response

Since 2004/05, the ministry has worked to develop and implement processes that have met with increased success in the signing of collaborative management agreements. The signing of 10 new PCMAs in 2007/08 exceeded the ministry's target by eight agreements and resulted from a successful culmination of efforts over previous years requiring extended communication between First Nations and the ministry on a number of sensitive issues.

Objective 3.3: Industry and client groups implement best environmental management practices

British Columbia continues to enjoy expanding economic opportunities. As industry, organizations and other ministry client groups become more environmentally conscious, they are more likely to incorporate environmental values and best practices into their decision-making processes and activities. Sustainable environmental management practices not only protect the environment and reduce costs (e.g., by using resources and energy more efficiently), they also lay the foundation for good corporate citizenship.

Strategies

Key strategies for this objective include:

- continuing to work with industry to develop, implement and continuously improve industry-led product stewardship programs;
- continuing to research and collaborate with key stakeholders on product categories suitable for inclusion in the B.C. Recycling Regulation; and
- encouraging compliance by reporting those in non-compliance and those exceeding environmental standards.

Performance Results

Performance Measure: Industry-led product stewardship programs

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of product categories with industry-led product stewardship programs	7	9	9	9 ACHIEVED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: The nine industry-led product stewardship programs are for paint, used oil products, beverage containers, pharmaceuticals, solvents and flammable liquids, domestic pesticides, gasoline, tires and electronic products. Tires and electronic products were added to the B.C. Recycling Regulation in 2006 and implemented by industry in 2007.

Discussion of Results

Rationale for the Performance Measure

For this measure, the ministry is counting the number of post-consumer product categories with industry-led product stewardship programs. Industry-led stewardship programs shift the responsibility for a product from local government to industry. Such programs encourage industry to accept life-cycle responsibility over products and enable businesses to collect post-consumer products for safe reuse and recycling, thereby reducing the overall environmental impact. Currently, stewardship programs are in place for paint, used oil products, beverage containers, pharmaceuticals, pesticides, solvents and flammable liquids, tires, electronic products and gasoline. The results are less waste and toxins entering landfills and reduced tax dollars being spent by local governments.

Stewardship programs continue to be an important example of how B.C. business works with the ministry and its clients by implementing sustainable and responsible environmental management practices.

Achievements and Key Issues

The ministry achieved its 2007/08 target of nine product categories with industry-led product stewardship programs. This multi-year target, established in 2005/06, was for two additional product categories to be added to the B.C. Recycling Regulation by the end of the 2007/08 fiscal year. The tire program was implemented in January 2007 and the electronic products program was implemented in August 2007.

Goal 4: Sustainable use of British Columbia's environmental resources

Objective 4.1: Wise management and continued benefits of water and air

British Columbia's water and air resources sustain a full range of economic, community and ecosystem needs. Understanding the important benefits these resources provide, the ministry seeks to ensure that all British Columbians will continue to benefit from the wise and prudent management of these resources.

Strategies

Key strategies for this objective include:

- seeking public consensus on a new water allocation model and modifying and streamlining the *Water Act* and related legislation;
- exploring shared governance frameworks to promote increased community and stakeholder involvement at the local level;
- valuing water appropriately by recognizing its full range of benefits;
- continuing to promote water conservation and demand-side management measures;
- continuing to ensure timely response to water licence applications to support economic development;
- continuing the effective management and operation of water management projects for diverse economic, environmental and social values such as the Okanagan Lake Regulation System and the Nicola Lake Dam;
- promoting and facilitating multi-stakeholder watershed management plans; and
- promoting and facilitating multi-stakeholder airshed management plans.

Performance Results

Performance Measure: Completed and implemented water or watershed management plans

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of water or watershed management plans completed and implemented	1	2	3	3 ACHIEVED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: The target is three plans by 2007/08 and six plans by 2009/10. Target figures are cumulative.

Discussion of Results

Rationale for the Performance Measure

Water or watershed management plans are undertaken to co-ordinate development and management of water, land and related resources to optimize the benefits and sustainability of the community, economy and environment. These plans serve as a valuable tool to address conflicts between water users and in-stream flow requirements, risks to water quality and aquatic ecosystems and concerns about land use. The water management plan performance measure assesses both the number of water management plans designated under the *Water Act* and plans with no statutory basis.

Achievements and Key Issues

The ministry is on track to meet the 2009/10 target of six water or watershed management plans. To date at least three plans have been completed and/or implemented and a number of others have been initiated. Completed plans include the following:

- The Trout Creek Water Use Management Plan has been completed and implemented. This plan guides community reservoir management during low flow periods for downstream fish habitat protection in an area near Summerland.
- The Trepanier Creek Watershed Management Plan covers 990 km^2 and includes five major watersheds on the west side of Okanagan Lake. It was completed and implemented in 2004.

- The Cowichan River Water Management Plan was completed in 2007 and implementation is now underway. This plan covers the Cowichan Basin on Vancouver Island and includes measures such as downstream fish habitat requirements, inclusive forms of water governance and public outreach.

Other planning processes are underway and will be completed and implemented in the near future. These include the Nicola Valley water use management plan and the Kiskatinaw River and Pine River watershed management plans. The Township of Langley Water Management Plan is the first of its kind in British Columbia to be initiated under the *Water Act*. It will address declining groundwater levels and the risk of contamination that could impact community and agricultural groundwater supply and drinking water. The timeframe for completing this plan was recently extended to March 2009, to allow for additional community consultation.

Objective 4.2: Optimize public, outdoor and commercial opportunities from British Columbia's parks, fish and wildlife

British Columbia's parks, fish and wildlife provide a variety of unique outdoor opportunities for residents and visitors in the form of recreation, camping, marine and freshwater angling, hunting and wildlife viewing. Engaging in these activities by British Columbians and visitors promotes healthy living and an appreciation of B.C.'s landscape, native species and the environment as a whole. The use of campgrounds contributes to the maintenance and infrastructure of B.C.'s natural places and to environmental protection and management activities. Several commercial organizations also provide services and recreational activities, attracting visitors from around the world. This creates jobs within B.C. and contributes significantly to the province's economy. Effective management and use of these resources will ensure their sustainability and promote economic opportunities.

> ***"We have one of the best parks systems in the world and our government is making significant capital investments to make it even better."***
>
> — **Honourable Barry Penner**

Strategies

Key strategies for this objective include:

- providing outstanding hunting, marine and freshwater angling and wildlife viewing opportunities;
- providing a diverse range of outdoor recreation and commercial opportunities in the parks system to respond to visitor trends;
- maximizing opportunities for partnerships with First Nations, local communities, non-profit groups, private land owners and others;
- developing and implementing marketing strategies to promote healthy living through park visitation;

- improving and expanding the quality of park recreation opportunities and services;
- streamlining the provision of hunting and angling licences, permits and commercial licences through the development and delivery of electronic business applications; and
- creating a community engagement program to provide local stewardship and economic opportunities.

Performance Results

Performance Measure: Park visitation and visitor satisfaction

Performance Measure	2004/05 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of recorded park visits and visitor satisfaction level:					
Park visits	18.0 million	18.3 million	19 million	18.9 million (21.6 million by 2010)	18.2 million NOT ON TRACK
Visitor satisfaction level	80%	81%	83%	Maintain or improve	84% ACHIEVED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information:

Parks Visits: The number of recorded visits to B.C. parks was 18.2 million based on attendance data submitted from April 2007 through January 2008.

Visitor Satisfaction: See Figure 2: Visitor Satisfaction Index.

Discussion of Results

Rationale for the Performance Measure

Parks provide recreational services and opportunities that contribute to local economies, promote healthy living and support an appreciation for the environment. Parks also provide protection for representative landscapes and habitat for native species. B.C.'s parks system is the single largest recreation enterprise in the province and one of the best in the world. The number of visitors to provincial parks is used to measure the contribution of parks to the government's priorities of healthy communities, tourism and the economy. These data are intended to provide a reasonable indication of the trend in the level of use of public, outdoor and commercial opportunities available in British Columbia's parks.

Additionally, the ministry is the largest supplier of overnight camping accommodation throughout British Columbia. Since 1985, the ministry has monitored the effectiveness of providing services in provincial park campgrounds and day-use areas by conducting an annual satisfaction survey with a random sample of park visitors. The results of this survey are used by ministry staff and park facility operators to better assess which services are being provided well and which services require improvements.

Achievements and Key Issues

Number of park visits: The target for the number of park visits is not currently on track for a 20 per cent increase over the 2004/05 baseline of 18.0 million by 2010. In order to track progress toward the 2010 target of 21.6 million recorded visits, interim targets were set at 5 per cent each year: 18.9 million in 2007/08, 19.4 million in 2008/09, 19.8 million in 2009/10 and 21.6 million in 2010/11. Between the period of April 2007 and January 2008, the number of recorded visits to the parks was 18.2 million.

Park visitor satisfaction survey results: The Visitor Satisfaction Index (see Figure 2) is calculated as an average provincial rating of five services considered by park visitors to be important to their stay in a campground: cleanliness of restrooms, cleanliness of grounds, condition of facilities, a sense of security, and control of noise. The rating is based on the number of "excellent" and "above average" responses.

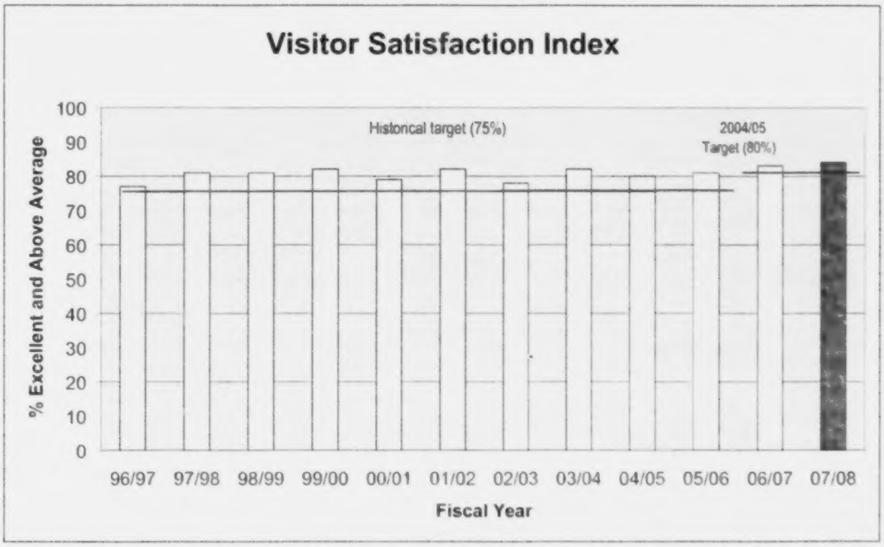


Figure 2. *Visitor satisfaction index from 1996/97 to 2007/08.*

The Visitor Satisfaction Index indicates the effectiveness of service improvements over the past 12 years. In 2007/08, the index increased overall by 1 per cent from 83 per cent in 2006/07 to 84 per cent in 2007/08. As a result, the ministry met its target to maintain or improve on visitor satisfaction level. Some of the services that contributed to the increase in the overall index were cleanliness of grounds, cleanliness of restrooms, and control of noise, all of which increased by 2 per cent.

Ministry Response

The target forecasts for park attendance remain a key focus for the ministry. However, it should be recognized that many factors outside of the ministry's control influence park attendance. Factors that affect the experience inside parks include weather conditions, major construction projects, forest fires and forest health. External variables that are unrelated to parks can also affect park attendance and tourism trends. Examples include gas prices, the value of the Canadian dollar, terrorism threats in North America and changing demographics. The unusually high amount of precipitation on the west coast, which typically sees the most visitors, is thought to be a major contributing factor to the slight decline in attendance from the previous year.

The expectations of British Columbians are changing and the services provided in our parks are changing, too. Work is continuing under the 2006 Parks for People Strategy, which focuses on ensuring that services and programs are responsive to visitor needs and demographic trends. The ministry is continuing its efforts to provide world class, high quality recreation, tourism and stewardship opportunities, while ensuring the protection of the province's natural and cultural heritage for future generations.

Performance Results

Performance Measure: Number of hunting and angling licences sold

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of basic hunting and angling licences sold:				
Hunting	92,020	96,142	Increase to 100,000 by 2014/15	92,664 On Track
Angling	319,363	339,805	Increase to 400,000 by 2014/15	332,826 On Track

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: Information is accurate to December 2007.

Benchmark information for 2007/08 and previous years is:

2007/08: Hunting – 86,560 resident and 6,104 non-resident. Angling – 262,430 resident and 70,396 non-resident.

2006/07: Hunting – 89,532 resident and 6,610 non-resident. Angling – 266,961 resident and 72,844 non-resident.

2005/06: Hunting – 85,633 resident and 6,387 non-resident. Angling – 251,993 resident and 67,370 non-resident.

2004/05: Hunting – 84,003 resident and 5,931 non-resident. Angling – 248,052 resident and 68,328 non-resident.

2003/04: Hunting – 81,368 resident and 5,785 non-resident. Angling – 252,867 resident and 69,398 non-resident.

2002/03: Hunting – 85,714 resident and 6,234 non-resident. Angling – 275,430 resident and 79,772 non-resident.

Discussion of Results

Rationale for the Performance Measure

The ministry originally developed a measure of the number of hunting and angling licences sold to reflect the number of resident and non-resident hunters and anglers taking advantage of the freshwater fishing and hunting opportunities in British Columbia. Both resident and non-resident hunters and anglers contribute to the province's Gross Domestic Product (GDP) and employment. Although this measure does not account for differences in the experiences and economic contributions of individual licence holders, it provides a good indication of the overall economic contributions from hunting and angling opportunities.

The ministry strives to ensure fish and wildlife populations remain healthy, while providing recreational hunting and angling opportunities to the public. Hunting and angling are permitted where there are healthy populations of fish and game, and wildlife is conserved and managed carefully. First Nations are consulted by the ministry wherever possible. The ministry is also involved in wildlife inventory and fish-stocking projects.

Achievements and Key Issues

The number of hunting and angling licences show a 3.6 per cent decline from the previous year for hunting (from 96,142 to 92,664) and a 2.1 per cent decline over the same period for angling (from 339,805 to 332,826). Demographic trends toward increased urbanization, an aging population and limited vacation time are among the reasons for these declining numbers. Additionally, attracting people to hunting and angling activities means competing with an increased number of recreational opportunities that were not previously available. Hunting regulations, firearms restrictions and a lack of mentors in the field have also contributed to the decline in hunting. A lack of knowledge about places to fish, fluctuating Pacific salmon stocks, weather and the increasing price of fuel are factors in the decline of angling.

Ministry Response

The ministry is implementing a number of recommendations to increase the number of hunting licences sold, such as lowering the legal age for unsupervised hunting from 19 to 18. The ministry is also working in co-operation with the BC Wildlife Federation to provide online education to those seeking instruction outside of the classroom and to those looking for a refresher course before returning to hunting after a long absence. Other initiatives include providing, where feasible, general open seasons for mule deer and white-tailed deer does for hunters under the age of 19 and hunters participating in their first season, as well as increasing accessibility to hunting opportunities on private land through the Private Area Zones Wildlife Program. Online licensing for hunting is also under development.

The Angling Market Development Plan, led by the Freshwater Fisheries Society of BC, contains 29 recommendations that will be implemented over the next 10 years to enhance angling opportunities in the province. The implementation of 14 of these recommendations will begin in 2008, including a multi-media marketing campaign, Discover Fishing BC. The campaign has eight partners, including the Ministry of Environment. A new online e-Licensing system was made available to anglers in September 2007 to make obtaining a licence more accessible.

Objective 4.3: Collaborative management and use of marine and ocean resources

British Columbia's marine and ocean resources provide great economic and social benefits to the citizens of the province. The ministry works in close collaboration with the Integrated Land Management Bureau, which is responsible for provincial marine planning, and with the federal government, particularly the Department of Fisheries and Oceans, to represent British Columbia's interests through new shared governance arrangements for ocean and marine resources and to ensure that these resources are managed in a sustainable manner.

Strategies

Key strategies for this objective include:

- identifying and advancing provincial objectives as they relate to ocean resources and their use;
- influencing implementation of the Federal Oceans Strategy on the Pacific coast;
- ensuring that federal management and international relations reflect provincial objectives for marine fisheries;
- representing B.C.'s interests to ensure the seafood sector's fair share of federal and cross government programs, initiatives and activities to promote research, exports and investment; and
- undertaking initiatives to enhance the competitiveness and sustainability of B.C.'s seafood products in domestic and export markets.

Performance Measure: Marine-based commercial and recreational fisheries managed through a collaborative decision-making process

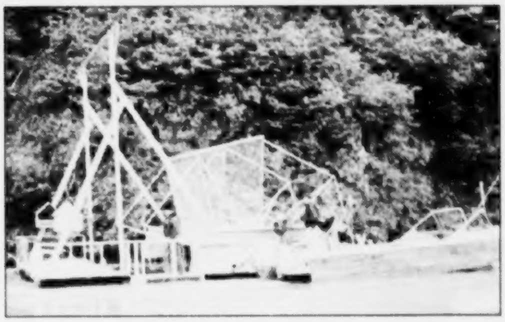
Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of marine-based commercial and recreational fisheries managed through a collaborative decision-making process	3	4	4	5 EXCEEDED

Data Source: Ministry of Environment.

Explanatory/Benchmark Information: The three fisheries managed through a collaborative decision-making process in 2005/06 were hake, herring and tuna. A fourth fishery, established in 2006/07 was Strait of Georgia rockfish and lingcod. A fifth fishery, sardine, was established in 2007/08.

Discussion of Results

Rationale for the Performance Measure



Economic sustainability is dependent on the level and certainty of access to resources. The provincial government actively participates in marine fisheries management to represent the Province's interests, and is a key partner in federal management activities and decision-making processes. Measuring the increase in the number of B.C. marine fisheries that are managed collaboratively and include provincial government and stakeholder participation will determine if the Province's interests concerning fair allocation and certainty of access to resources are represented.

In April 2007, BC Stats reported that the marine fisheries sector provided approximately $829 million[6] in revenue to B.C.'s economy. As marine fisheries fall under the federal jurisdiction, the Province continues to influence federal fisheries management to provide social and economic benefits to British Columbians. The ministry accomplishes this by meeting regularly with its federal counterparts, attending advisory processes with First Nations, industry and other stakeholders, and participating on the negotiating team for international fisheries agreements.

Achievements and Key Issues

The ministry exceeded its target for this performance measure by achieving a total of five marine-based commercial and recreational fisheries managed through a collaborative decision-making process. During 2007/08, the sardine fishery joined Strait of Georgia rockfish and herring, hake and tuna fisheries that are now governed with a collaborative management regime that includes strong stakeholder and ministry participation.

The ministry has reached a joint agreement with the federal government on 164 rockfish conservation areas and management measures to aid in the recovery of Strait of Georgia rockfish and lingcod populations. The ministry has also reached a collaborative agreement with the federal government to develop a permanent licensing plan for the 25 commercial sardine licences previously developed under the emerging federal fisheries policy. The Province continues to work with the federal government and commercial stakeholders on a market-based mechanism to allow for the growth of the halibut recreational fishery sector.

Together, sardine, herring, hake, tuna, rockfish and lingcod generate over $200 million in wholesale value to the B.C. economy.

Ministry Response

The 2007/08 target for this measure was a total of four fisheries managed through a collaborative decision-making process. The establishment of a fifth fishery in 2007/08 is the result of a successful culmination of efforts by the ministry and stakeholders over the past several years.

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[6] BC Stats. British Columbia's Fisheries and Aquaculture Sector. April 2007.

Goal 5: A high performance organization

The Ministry of Environment strives to be a high performance organization, with dedicated leadership and people. We continually aim for excellence in our work, decision-making processes, and the services we provide.

Objective 5.1: A client-focused organization that supports high quality service

A client-focused organization strives to identify and develop ways to continuously improve client service. The ministry anticipates what its clients — the citizens, organizations and businesses of British Columbia — will need and how best to meet those needs through responsive staff, effective programs, policy, legislation and decision-making, and timely information systems.

Strategies

Key strategies for this objective include:

- continuing to foster collaborative and productive relationships with clients; and
- identifying and implementing continuous improvements to client business processes.

Performance Results

Performance Measure: Changes in satisfaction of client groups

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Changes in satisfaction of client groups	—			Data Not Available[1]
1. Client Satisfaction Index		Baseline Established 79%	Maintain or improve by 2008/09	
2. Communication of shared stewardship		55%	Improve by 2008/09	
3. Consultation with stakeholders		49%	Improve by 2008/09	

Data Source: Ministry of Environment.

Explanatory /Benchmark Information: The client satisfaction performance measure contains three indicators. The first indicator, the Client Satisfaction Index, includes four staff-related client services — professional competence of ministry staff, reliability of information shared with clients, availability of staff and timeliness of staff responses to client requests and or inquiries. The second indicator denotes how effectively the ministry is communicating its goal of encouraging B.C. residents to share in the responsibility of caring for the environment. The final indicator suggests how effectively the ministry is consulting on proposed policy and legislation development.

[1] The next survey is scheduled for September 2008.

Discussion of Results

Rationale for the Performance Measure

High performance organizations place a special emphasis on the delivery of appropriate, effective and responsive client-based service delivery. A change in client satisfaction is an important indicator of how well the ministry is meeting clients' expectations.

In September 2006, a survey was conducted with representatives from business, industry, government, First Nations, non-governmental organizations and academia who have regular contact with staff and an interest in ministry programs and services.

In the fall of 2008, the ministry will conduct a second survey to measure changes in client satisfaction. Asking our clients how we are doing and responding to the feedback our clients provide is an ongoing process for the ministry. Building a better understanding of our clients' needs and expectations provides the foundation upon which to improve our services and programs.

Objective 5.2: A healthy working environment that supports and motivates staff, promotes innovation, and attracts and retains high performance employees

The ministry strives to ensure that it is a desirable, well-respected and innovative place to work. Acknowledging that a challenging and balanced work environment is essential for good health and a productive workforce, the ministry recognizes staff for their contributions, supports their work with appropriate resources, and encourages professional development opportunities and health and wellness activities.

Strategies

Key strategies for this objective include:

- updating and implementing the ministry's human resources strategy;
- optimizing performance by providing developmental opportunities, recognition and reward initiatives;
- advancing the development of a knowledgeable and skilled workforce; and
- fostering a supportive workplace culture through leadership, health promotion and positive social relationships.

Objective 5.3 An integrated cross-ministry framework that supports ministry goals and objectives

Leadership and a co-ordinated approach to legislation and policy development, planning, performance management and reporting, resource allocation, and compliance and enforcement services are essential to ensuring cross-ministry consistency, effective and efficient program delivery and the realization of ministry goals. The ministry works across core business areas to support goals and objectives, improve outcomes, identify risks and focus on ministry and government priorities.

Strategies

Key strategies for this objective include:

- providing a legislative and policy framework that supports ministry goals and objectives;
- providing support and streamlined outcomes through effective intergovernmental relations;
- facilitating a strategic and integrated approach to planning, measurement, evaluation and accountability;
- linking ministry resources with planning and results;
- tracking performance and reporting results toward the achievement of provincial environmental objectives; and
- providing leadership and service in support of a strategic ministry compliance approach and maintaining strong and effective compliance and enforcement services.

Objective 5.4: Information resources that support effective decision-making

Science, socio-economic analysis and technology are fundamental tools for effective ministry decision-making. Application of the best available science and sound economic analysis are key components of setting and evaluating the effectiveness of environmental standards. Well-managed, accurate and accessible information is critical to making informed environmental and business management decisions.

Strategies

Key strategies for this objective include:

- maintaining access to the best available science through in-house expertise and partnerships with research agencies and universities;
- monitoring the effectiveness (i.e., the impact) of standards of environmental values such as water and air quality and health of ecosystems;

- providing tools to better integrate scientific information with the social and economic factors considered in resource management decisions;
- developing effective information resources to facilitate effective environmental decision-making; and
- pursuing opportunities to maximize the use of technology and best practices in the management of information resources.

Report on Resources

Introduction

The ministry's resources are dedicated to activities associated with protecting the environment, managing the province's natural resources, promoting and supporting sustainability practices and promoting the understanding of, and compliance with, environmental regulatory requirements.

The 2007/08 – 2009/10 Service Plan presented the ministry's performance plans — goals, objectives and strategies — and identified the resources required to achieve the planned outcomes over three years. The following sections detail the fiscal performance of the ministry by providing an overview of ministry funding, reporting the resources consumed over the 2007/08 fiscal year and comparing actual expenditures against estimated expenditures.

Ministry Funding

The total net funding available for ministry operations in fiscal year 2007/08 was $475.80 million. This funding was derived from the following sources:

- Voted appropriation[7] — this is the largest source of ministry funding, which provided $186.56 million.
- Statutory appropriation — the Sustainable Environment Fund authorizes the collection of waste permit fees under the *Environmental Management Act* and revenue collection under the *Social Services Tax Act* (i.e., surcharges collected on products that cause a problem to the environment, such as children's disposable diapers, and are used for environmental protection programs). This funding source provided $29.31 million.
- Other authorizations — the Contingency Funding (all ministries) and New Programs Vote provided $7.94 million for the Habitat Conservation Trust Foundation and $252 million in Supplementary Estimates were provided for Climate Action initiatives.

Other funding sources available to the ministry for operational expenses not summarized above include:

- Internal recoveries — Recoveries within the government reporting entity, excluding the Sustainable Environment Fund, are estimated at $26.08 million. Internal recoveries include recoveries from other provincial government ministries, such as programs funded under the Ministry of Health's ActNow BC program and the Forest Investment Account. Actual internal recoveries for the year were $25.03 million.

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[7] Voted appropriation — the *Supply Act* as represented in the *Estimates*.

- External recoveries — Recoveries from outside the Consolidated Revenue fund were estimated at $9.35 million. External recoveries include recoveries from within the government reporting entity, such as government corporations, and funds outside the government reporting entity, such as other levels of government and private corporations. Actual external recoveries were $8.69 million.

Ministry Expense (see Figure 3)

- Salaries and benefits — $115.36 million — accounted for 23 per cent of annual spending.
- Operating costs — $127.04 million — including professional services, parks operating and other contracts, building occupancy and materials and supplies costs, accounted for 25 per cent of gross expenditures.
- Government transfers — $255.54 million — including grants and transfers under agreement, accounted for 50 per cent of gross expenditures.
- Other expenses — $11.57 million total — including costs not attributable to other categories, such as water rental remissions, accounted for 2 per cent of gross expenditures.

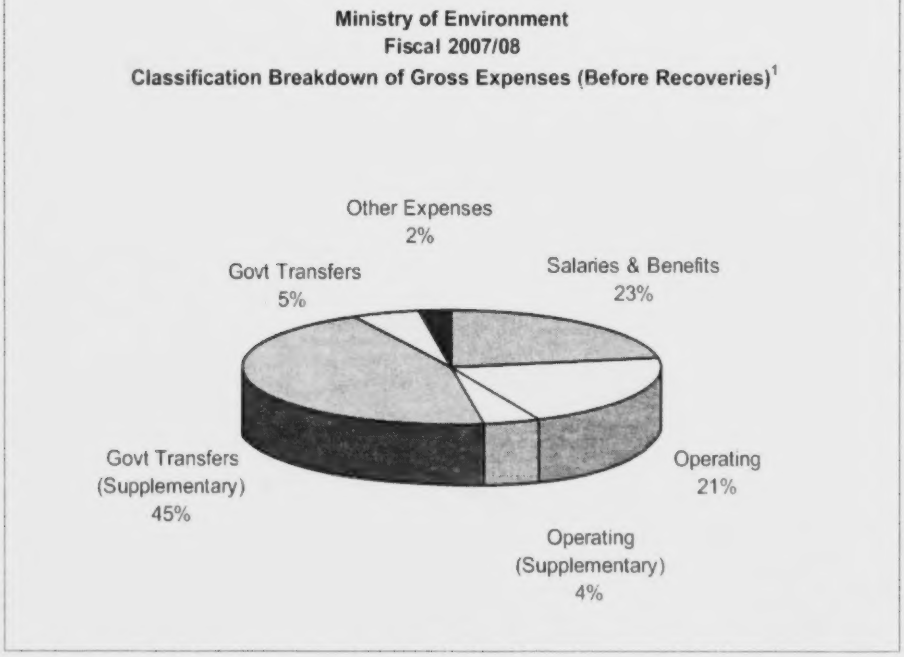

Figure 3. *Gross expense for fiscal 2007/08 (Source: B.C. Draft Public Accounts, 2007–2008)*
1. "Supplementary" refers to Supplementary Estimates, shown separately for information.

Resource Summary Table

The 2007/08 Resource Summary Table reports on the resources used during the year, by core business area, and compares actual expenditures to the amounts estimated. All significant variances are explained in the section that follows the table.

Resource Summary

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Environmental Stewardship[3]	78,857	7,936	86,793	96,551	9,758
Water Stewardship[4]	39,228		39,228	27,660	(11,568)
Oceans and Marine Fisheries	2,258		2,258	2,929	671
Environmental Protection[5]	43,230	252,000	295,230	295,212	(18)
Compliance[6]	18,482		18,482	19,541	1,059
Executive and Support Services[7]	33,807		33,807	33,906	99
Total	**215,862**	**259,936**	**475,798**	**475,798**	**0**
Full-time Equivalents (FTEs)					
Environmental Stewardship	478		478	546	68
Water Stewardship	127		127	131	4
Oceans and Marine Fisheries	14		14	15	1
Environmental Protection[5]	270		270	280	10
Compliance	152		152	142	(10)
Executive and Support Services	403		403	391	(12)
Total	**1,444**		**1,444**	**1,505**	**61**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)[8]					
Environmental Stewardship	29,673		29,673	28,644	(1,029)
Water Stewardship	162		162	129	(33)
Oceans and Marine Fisheries	5		5	0	(5)
Environmental Protection	283		283	1,066	783
Compliance	1,153		1,153	337	(816)
Executive and Support Services[9]	2,710	62	2,772	3,890	1,118
Total[10]	**33,986**	**62**	**34,048**	**34,066**	**18**

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly in February 2007.

[2] "Other Authorizations" include access to Operating Contingencies in the amount of $7.9 million for the Habitat Conservation Trust Foundation; $252 million in Supplementary Estimates; and access to Capital Contingencies in the amount of $62 thousand for information systems.

[3] The $9.8 million operating shortfall in Environmental Stewardship includes costs of Storm Damage; Mountain Caribou, Spotted Owl, Ungulate Inventories; increased payments to the Freshwater Fisheries Society; and a payment to the Habitat Conservation Trust Foundation to offset operating and maintenance costs on conservation land properties.

[4] The $11.6 million operating surplus in Water Stewardship is due to delays in BC Hydro's implementation of Water Use Plans.

[5] Environmental Protection includes expenses and staffing for the BC Climate Action Secretariat.

[6] The $1.1 million operating shortfall in Compliance is due to the extension of seasonal conservation officers; increased travel and vehicle operating expenses; and Bear Aware Education and Bear Smart programs.

[7] Executive and Support Services includes expenses for the Minister's Office, Deputy Minister's Office, Strategic Policy Division, Corporate Services Division (shared with the Ministry of Agriculture and Lands), and shared administrative staff in the regional offices.

[8] Capital Expenditures in fiscal 2007/08 included $13.2 million in Park and Protected Area land; $13.7 million in park facilities; $1.6 million for capitalized vehicle leases; and $3.4 million for information systems.

[9] The $1.1 million capital shortfall in Executive and Support Services is due to increased information systems costs for e-Licensing.

[10] The $18 thousand capital shortfall is offset by a $17 thousand capital surplus in the Environmental Assessment Office, which holds the other capital budget component authorized for the Ministry of Environment. The difference of $1 thousand is due to rounding.

Operating Expenses

Any core business surpluses were redirected within the ministry to address priorities. The surplus variance in Water Stewardship was due to lower than anticipated water rental remissions, offset by operating shortfalls in Environmental Stewardship and Compliance. Detailed explanations are provided as footnotes to the Resource Summary.

Full-time Equivalents

Overall, the ministry utilized 61 FTEs more than estimated. Environmental Stewardship used 68 FTEs more than budgeted due to staff hired to meet the objectives of recoverable programs. Although salaries costs were recovered by sources outside the ministry (e.g., Forest Investment Account), the FTE usage was not. This overage was partially offset through recruitment lag in Compliance and Executive and Support Services.

Environmental Protection used 10 FTEs more than budgeted due to the establishment of the BC Climate Action Secretariat during 2007/08.

Capital Expenditures

Overall, the ministry's capital expenditure exceeded total estimates by $0.02 million or 0.05 per cent, primarily due to increased information systems costs for e-Licensing. The capital shortfall is offset by an equivalent capital surplus in the Environmental Assessment Office, which holds the other capital budget component authorized for the Ministry of Environment.

Comparison of 2007/08 and 2006/07 Expense

The ministry's gross expense in 2007/08 increased by $289.03 million from 2006/07 primarily as a result of Supplementary Estimates in the amount of $252 million for Climate Action initiatives.

The breakdown of these expenses is as follows:

- Salaries and benefits increased by $9.72 million. This is primarily due to the conversion of contract funding to create permanent positions and a negotiating framework wage increase.
- Operating costs increased by $40.77 million, primarily due to Climate Action initiatives carried out under Supplementary Estimates ($22.6 million) and the transfer of Central Management Service costs to the ministry.
- Government transfers increased by $233.30 million. This is mainly due to Climate Action initiatives carried out under Supplementary Estimates.

Other expenses increased by $5.24 million, primarily due to a $4.58 million increase in water rental remissions.

Year-Over-Year Resource Changes

Figure 4 provides a year-over-year description of the changes to the ministry's resources. Previous fiscal periods have not been restated for comparative purposes to reflect the transfer of Corporate Services Division and the annualization of Land and Water BC into the ministry.

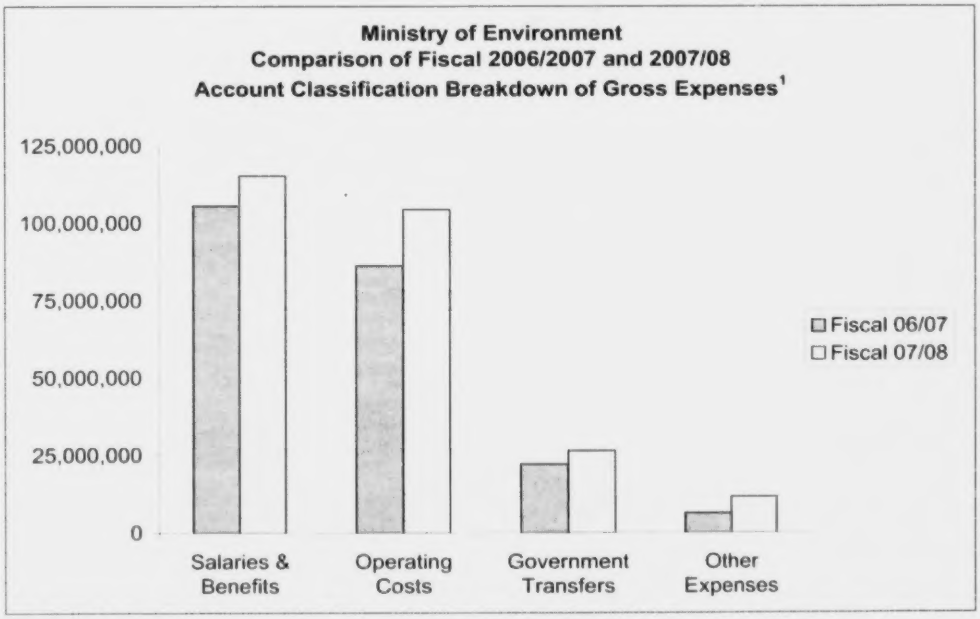

Figure 4. *Two-year comparison of gross expense (Source: B.C. Draft Public Accounts, 2007-2008)*
[1] *Supplementary estimates excluded for comparative purposes.*

Environmental Appeal Board/Forest Appeals Commission

The Environmental Appeal Board (Board) and Forest Appeals Commission (Commission) are independent, quasi-judicial tribunals jointly administered by the same office. They hear appeals of government decisions under several provincial statutes concerned with natural resource management, environmental quality and public health protection.

As well, the Board and Commission administer other tribunals including the Hospital Appeal Board and the Community Care and Assisted Living Appeal Board for the Ministry of Health and the Industry Training Appeal Board for the Ministry of Economic Development.

The Board has statutory authority to hear appeals from administrative decisions under the *Environmental Management Act*, the *Health Act*, the *Integrated Pest Management Act*, the *Water Act* and the *Wildlife Act*. For 2007/08, the Board received approximately 40 appeals against 33 orders/permits/decisions, conducted 17 hearings and published 41 decisions.

The Commission has statutory authority to hear appeals from administrative decisions made with respect to a variety of matters regulated by the *Forest and Range Practices Act*, the *Forest Act*, the *Range Act*, the *Wildfire Act* and the *Private Managed Forest Land Act*. For 2007/08, the Commission received appeals against 63 orders/permits/decisions, conducted 12 hearings and published 20 decisions.

The Board[8] and Commission[9] each produce an annual report, which is provided to their ministers for tabling in the legislature.

	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Environmental Appeal Board/ Forest Appeals Commission	2,077		2,077	1,430	(647)
Total	**2,077**		**2,077**	**1,430**	**(647)**
Full-time Equivalents (FTEs)					
Environmental Appeal Board/ Forest Appeals Commission	11		11	9	(2)
Total	**11**		**11**	**9**	**(2)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Environmental Appeal Board/ Forest Appeals Commission	15		15	0	(15)
Total	**15**		**15**	**0**	**(15)**

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly in February 2007.

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[8] Go to www.eab.gov.bc.ca for more information on the Environmental Appeal Board.

[9] Go to www.fac.gov.bc.ca for more information on the Forest Appeals Commission.

Environmental Assessment Office

Highlights of the Year

In 2007/08, the Environmental Assessment Office effectively managed an unprecedented 71 reviewable projects. This represented over 20 billion dollars in potential investment in British Columbia and a 13 per cent increase in last year's record project volumes. The five projects referred to ministers was down from last year's record of 11 projects; however, the projects completed met all of the legislated timelines.

Projects Update

During 2007/08, a total of 71 projects were in the environmental assessment process. This year, the Environmental Assessment Office referred five projects to ministers for a decision and an independent review panel referred a project to the ministers. Of six projects referred during 2007/08, five were certified during the fiscal year. An additional project that was referred to the ministers in the previous fiscal was also certified in 2007/08. The Environmental Assessment Office also reviewed and approved requests from 11 proponents for 16 amendments to their respective environmental assessment certificates. Under the *Environmental Assessment Act*, the Environmental Assessment Office may decide that an environmental assessment certificate is not required for a project, if satisfied that the project will not result in any significant adverse effects when practical mitigation measures are taken into account. The Environmental Assessment Office determined that the extension of the Smithers Airport runway did not require an environmental assessment certificate. The proponent must still obtain all relevant permits and meet all regulatory requirements for the project. More detailed information can be found on the Environmental Assessment Office's electronic Project Information Centre (ePIC) at: www.eao.gov.bc.ca.

Intergovernmental

In 2007/08, 75 per cent of all projects under review by the Environmental Assessment Office were also confirmed by the federal government as subject to, or likely subject to, review under the federal *Canadian Environmental Assessment Act*.

First Nations

Initiatives in 2007/08 to build relationships with First Nations included providing funding to the Treaty Eight Tribal Association for an Environmental Assessment Coordinator to help them with the large number of environmental assessments they are involved in. The Environmental Assessment Office also participated in several forums and workshops organized by the First Nation Environmental Assessment Technical Working Group, such as a forum to discuss social impact assessments and renewable energy. These forums and workshops also provided an opportunity for networking and relationship-building.

Purpose of the Environmental Assessment Office

The Environmental Assessment Office was created in 1995 to co-ordinate the assessment of proposed major projects in British Columbia as required under the *Environmental Assessment Act*. This role was continued for the Environmental Assessment Office when government proclaimed the rewritten *Environmental Assessment Act* in December 2002.

Environmental assessment examines the potential for adverse environmental, economic, social, heritage and health effects from the construction, operation and, where required, decommissioning stage of a project. For any project requiring an environmental assessment certificate, the proponent must first undergo an environmental assessment and receive a certificate before ministries can issue approvals for the project under other provincial enactments.

There are three ways a project can be designated reviewable under the *Environmental Assessment Act*. Projects in the following sectors that meet or exceed the size thresholds established in the Reviewable Projects Regulation (B.C. Reg. 370/2002) are automatically subject to the *Environmental Assessment Act*: industrial, mining, energy, water management (dams, dykes, and reservoirs), waste disposal, food processing, transportation and tourism (destination resorts). Project proponents may also apply to the Environmental Assessment Office to have their project reviewed under the *Environmental Assessment Act*. The Minister of Environment may also order the assessment of a project if the Minister believes the project has the potential for significant adverse effects and it is in the public interest to do so.

The environmental assessment process administered by the Environmental Assessment Office provides for:

- opportunities for First Nations, local government, government agencies and all interested parties to identify issues and provide input;
- consultations with First Nations to address and, where appropriate, accommodate potential effects on established or asserted aboriginal rights and title;
- technical studies to identify any potentially adverse environmental, economic, social, heritage and health effects of a proposed project;
- strategies and measures to avoid, prevent or reduce potential adverse effects through mitigation or project redesign;
- development of a comprehensive environmental assessment report summarizing issues and findings that may include recommendations on whether to issue an environmental assessment certificate for a project; and
- assigning conditions and follow-up or compliance reporting requirements to a proponent in an environmental assessment certificate.

Major projects subject to the *Environmental Assessment Act* may also be reviewable under the federal *Canadian Environmental Assessment Act*. To minimize duplication and overlap, Canada and British Columbia entered into the Canada/British Columbia Agreement on Environmental Assessment Cooperation in 2004 to co-ordinate information requirements, use provincial time limits and issue a joint assessment report wherever possible, while retaining their respective decision-making powers.

During an assessment, the Environmental Assessment Office obtains valuable advice from provincial ministries, such as the Ministry of Environment, the Ministry of Energy, Mines and Petroleum Resources, the Ministry of Economic Development, the Ministry of Agriculture and Lands, and the Ministry of Community Services on technical and policy considerations within their respective mandates.

Strategic Context

The continued strong performance of the provincial economy, as well as increasing demand for energy and mineral resources from Asia and the United States, has had significant effects on the workload of the Environmental Assessment Office. Over the past three years, the Environmental Assessment Office has experienced an unprecedented number of energy, mining, and infrastructure projects entering the assessment process. With additional economic growth projected, this trend is expected to continue.

A key challenge for the Office, therefore, is meeting the demand for environmental assessments resulting from continued economic growth and delivering timely reviews to support the economy. The Environmental Assessment Office People Plan is designed to support the work of the Office in meeting its workload pressures through the recruitment of persons with the required skill sets, while ensuring appropriate succession planning measures are also in place.

Energy and mining project proposals represent the majority of projects in the assessment process and will use the bulk of the Environmental Assessment Office's resources. The energy projects, especially from independent power producers who are helping to meet the government's goal to be electricity self-sufficient by 2016, represent a wide diversity of energy resources (such as hydro, wind and biomass). This diversity of projects will help enable the province to acquire 90 per cent of its energy needs from clean sources. Project proposals for new mines, primarily in the northwest and northeast, are expected to continue to enter the environmental assessment process at an unprecedented rate.

When conducting assessments and preparing recommendations to government on applications for environmental assessment certificates, the Environmental Assessment Office is guided by the evolving case law and government policy related to the obligations of the Crown. This means ensuring that government's consultation and accommodation obligations to First Nations have been met.

The Environmental Assessment Office is committed to building a new relationship with First Nations that is founded on reconciliation, mutual respect and trust. As part of this commitment, the Environmental Assessment Office recognizes that First Nations have interests that are based on established or asserted aboriginal rights and title, and is working to engage First Nations early and effectively in the environmental assessment process.

More specifically, the Environmental Assessment Office seeks First Nations input on its project-scoping decisions, encourages and helps fund First Nations participation in technical working groups, and makes provisions for First Nations discussion outside of working groups where necessary. First Nations are also provided an opportunity to review and comment on the draft Assessment Report, which identifies the issues considered during an environmental assessment. The draft report includes a detailed assessment of potential impacts of the proposed project on established or asserted aboriginal rights and title, and summarizes the conclusions of the review, including the documentation of any unresolved issues. It is then finalized and forwarded to ministers for their consideration as the statutory decision-makers under the British Columbia *Environmental Assessment Act*.

The Environmental Assessment Office also actively encourages proponents to meet with First Nations at their earliest opportunity to learn about First Nations communities and First Nations interests and concerns.

One of the benefits of successfully engaging First Nations in environmental assessment reviews is that it helps government establish an effective working relationship with First Nations at the beginning of a potential project. This assists other provincial agencies if the project proceeds to the permitting stage after an environmental assessment certificate has been issued by ministers.

The Environmental Assessment Office continues to work with First Nations, proponents, stakeholders and other government bodies, including federal government agencies, to improve upon the environmental assessment process.

Report on Performance

Performance Plan Summary Table

Goal 1: The environmental assessment process is clear and streamlined For greater detail see pages 62 to 66	**2007/08 Target**	**2007/08 Actual**
1.1 The environmental assessment process is easy to follow Proponents' overall level of satisfaction with the assessment process	8 out of 10	6 out of 10 NOT ACHIEVED
1.2 Harmonized federal/provincial assessment processes Percentage of applications in harmonized review completed within provincial time lines	80%	100% EXCEEDED

Goal 2: Environmental assessment reports and recommendations are comprehensive and timely For greater detail see pages 66 to 70	**2007/08 Target**	**2007/08 Actual**
2.1 Applications for environmental assessment certificates are complete and thorough		
Percentage of applications in the B.C. environmental assessment process completed within 180 days	90%	100% EXCEEDED
Percentage of environmental assessment reports that identify and consider all potential significant environmental, economic, social, heritage and health effects raised during the project review	100%	100% ACHIEVED
2.2 Meaningful consultation with First Nations occurs during environmental assessment reviews Percentage of project assessments with First Nations engaged in working groups	75%	91% EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: The environmental assessment process is clear and streamlined

The environmental assessment of major projects must preserve high environmental standards, offer process certainty to proponents, be competitive with other jurisdictions and be accessible to all levels of government and stakeholders. To meet the goal of an environmental assessment process that is clear and streamlined, the Environmental Assessment Office set two objectives: (1) an environmental assessment process that is easy to follow and (2) harmonization with the federal government and provision of access to information about project reviews as they proceed.

Objective 1.1: The environmental assessment process is easy to follow

The Environmental Assessment Office seeks to continually improve the environmental assessment process through the development of tools to improve proponents', First Nations', and the public's understanding of the process and assist with the preparation of assessment documentation. Efforts are also made to enhance public information about the environmental assessment process and provide access to information about project reviews as they proceed.

Strategies

Strategies for this objective include the drafting of sector-specific guidelines for each project category and a proponents' guide to the environmental assessment process as well as publications and ways to ensure increased public understanding of the process and opportunities for public participation. The Environmental Assessment Office continually evaluates and refines its assessment guidelines and policies to ensure the review process is clear and accessible for proponents, to facilitate the delivery of good quality environmental assessment applications, and to streamline regulatory requirements wherever possible.

Performance Results

Performance Measure: Proponents' overall level of satisfaction with the assessment process

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Proponents' overall level of satisfaction with the assessment process	8 out of 10	8 out of 10	Maintain or exceed	6 out of 10 NOT ACHIEVED

Data Source: Environmental Assessment Office and BC Stats.

Discussion of Results

Environmental assessments require significant human and financial resources from proponents and government. Every two years, BC Stats conducts an independent and neutrally administered survey of proponents for the Environmental Assessment Office to measure client satisfaction with the delivery of environmental assessments and gauge whether the process is clear, timely and effective. For years in between the formal surveys, the Environmental Assessment Office conducts telephone interviews and meetings with proponents. For 2007/08, a formal survey was conducted by BC Stats and the proponents' overall level of satisfaction with the environmental assessment process was 6 out of 10. The proponent survey indicates that the overall reduction in proponent satisfaction is due to four main factors: the desire for clearer direction, rules, and explanations of the environmental assessment process; the speed of the environmental assessment process; difficulty in dealing with First Nations and local issues; and the desire for improved communication with federal agencies.

Office Response

The Environmental Assessment Office has been working hard to build more effective working relationships with proponents, First Nations, federal agencies, and other stakeholders in the environmental assessment process. The Environmental Assessment Office and the Vancouver Office of the Canadian Environmental Assessment Agency are implementing a jointly developed work plan aimed at improving the delivery of co-operative environmental assessments in British Columbia. In response to impediments to efficient and effective delivery that were identified in the work plan, the offices recently signed four procedural "commitments" intended to provide certainty and predictability in the conduct of some key activities during the co-operative environmental assessment process.

The Environmental Assessment Office is continuing to work toward building more effective relationships with First Nations by encouraging their early engagement in the environmental assessment process and providing them with the resources to participate in the environmental assessment process.

The Environmental Assessment Office is in the early stages of developing a new course and new materials on the environmental assessment process in British Columbia. These resources will provide proponents and others with knowledge and tools to enable them to navigate through an environmental assessment process more effectively.

The Environmental Assessment Office is also reviewing and revising a number of policy documents to help provide greater clarity and consistency to all parties involved in environmental assessments.

Objective 1.2: Harmonized federal/provincial assessment processes

In 2004, British Columbia and Canada renewed the Canada/British Columbia Agreement on Environmental Assessment Cooperation. The agreement is designed to achieve government co-operation, efficient and effective use of public and private resources and procedural certainty for participants in the environmental assessment process. The agreement includes specific measures to minimize costly and time-consuming duplication and overlap when a project is subject to provincial and federal assessment legislation. The challenge is to integrate into the provincial process and associated time limits, federal review steps and timeframes for federal decision-making under the *Canadian Environmental Assessment Act*, in particular, where a project is subject to a comprehensive study under the federal process.

Strategies

To ensure that joint federal/provincial environmental assessments meet all requirements of the Canada/British Columbia Agreement on Environmental Assessment Cooperation (2004), the Environmental Assessment Office works with the Canadian Environmental Assessment

Agency to draft, implement, and evaluate operational policies and procedures for co-ordinated environmental assessment. The Environmental Assessment Office also collaborates with federal environmental assessment staff to develop, on a project-by-project basis, work plans and schedules for each environmental assessment and steps for regular communication to monitor and address co-ordination issues.

Performance Results

Performance Measure: Percentage of applications in harmonized review completed within provincial time lines

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of applications in harmonized review completed within provincial time lines	75%	79%	80%	100% EXCEEDED

Data Source: Environmental Assessment Office.

Discussion of Results

A unified time limit for completion of provincial and federal environmental assessments reduces duplication and overlap, supports the efficient and effective use of public and private resources and offers procedural certainty for participants in the environmental assessment process. For the year 2007/08, 12 projects subject to review under the *Environmental Assessment Act* were also subject to the *Canadian Environmental Assessment Act*.

Five of the 12 projects were referred to ministers for a decision of which three were screening-level assessments; two were comprehensive studies under the *Canadian Environmental Assessment Act*. In each case, the Environmental Assessment Office managed these harmonized reviews on behalf of both governments using provincial time limits and consulted extensively with federal departments to develop federal/provincial work plans and address any co-ordination issues. The Environmental Assessment Office achieved a 100 per cent success rate in meeting the performance measure target, improving on the 79 per cent success rate in 2006/07. In addition to the 12 projects subject to joint review, the Kemess North Copper-Gold Mine project was assessed by the joint federal/provincial panel review which set its own timelines.

Office Response

The Environmental Assessment Office will continue its efforts to ensure harmonized reviews are completed within provincial timelines.

Goal 2: Environmental assessment reports and recommendations are comprehensive and timely

Ministers require timely, high quality information, analysis and recommendations about the potential effects of a project to decide whether to issue an environmental assessment certificate. The Environmental Assessment Office recognizes that to assess the impacts of a project, information in applications for environmental assessment certificates must be complete and thorough. Also key is meaningful consultation with First Nations to identify and address potential effects to First Nations' interests. Environmental assessment reports are based on a thorough review of all relevant issues and include representation of the interests of those affected by a proposed project. This provides the basis for fully informed decisions by ministers as to whether a project should proceed and results in decisions that also consider the broader public interest.

Objective 2.1: Applications for environmental assessment certificates are complete and thorough

The Environmental Assessment Office works closely with government agencies, First Nations and proponents to determine the information required from a proponent (known as an application for an environmental assessment certificate) to assess the potential environmental, economic, social, heritage and health effects of a project. The Environmental Assessment Office also assesses the adequacy of a proponent's proposed plans for consulting the public and First Nations during the application review. These measures help ensure the proponent's application is complete so the process can proceed in a timely manner.

Strategies

The Environmental Assessment Office sets out, in Terms of Reference issued to a proponent, the information required for an application for an environmental assessment certificate. The Terms of Reference describe the range of data, analyses and reporting the application will contain. The Environmental Assessment Office convenes multi-disciplinary working groups to assist with this task and also issues a draft of the Terms of Reference for public review and comment. This ensures that final Terms of Reference are thorough, identify the technical and scientific information required for a good quality environmental assessment application and benefit from the perspectives obtained through discussions and consultations with stakeholders and First Nations.

Performance Results

Performance Measure: Percentage of applications in the B.C. environmental assessment process completed within 180 days

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of applications in the B.C. environmental assessment process completed within 180 days	75%	54%	90%	100% EXCEEDED

Data Source: Environmental Assessment Office.

Discussion of Results

Legislated time limits in the *Environmental Assessment Act*, including a 180-day limit for review of applications for environmental assessment certificates, offer greater process certainty and are important for effective planning and decision-making. Once an application is accepted for formal review, the Environmental Assessment Office strives to complete the environmental assessment within this 180-day time limit. In 2007/08, the Environmental Assessment Office completed environmental reviews of five projects and referred these projects to ministers for a decision. The Environmental Assessment Office completed all project reviews in 2007/08 within 180 days. The average number of days per review was 177 days.

Two project reviews completed in fiscal year 2007/08 were comprehensive studies (Ruby Creek Molybdenum Mine and Waneta Hydroelectric Expansion), and three project reviews were screening-level assessments (Revelstoke Generating Station Unit 5 Project, Bear Mountain Wind Park and Mackenzie Green Energy Centre) under the *Canadian Environmental Assessment Act*. Projects subject to comprehensive studies under the *Canadian Environmental Assessment Act* are typically more complex and can prove challenging to fully harmonize with the British Columbia environmental assessment process in 180 days.

Office Response

The Environmental Assessment Office will continue its efforts to ensure all application reviews are completed within the 180-day timeline. While some deviations are expected for complex projects, the Environmental Assessment Office will strive to avoid or minimize any such deviations in the future.

Performance Results

Performance Measure: Percentage of environmental assessment reports that identify and consider all potential significant environmental, economic, social, heritage and health effects raised during the project review

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of environmental assessment reports that identify and consider all potential significant environmental, economic, social, heritage and health effects raised during the project review	100%	100%	100%	100% ACHIEVED

Data Source: Environmental Assessment Office.

Discussion of Results

The environmental assessment reports for ministers provide the findings of an environmental assessment, a thorough review of all relevant issues, and the basis for balanced decisions by government on whether a project should proceed. The Environmental Assessment Office works with proponents to ensure information to assess a project's potential environmental, economic, social, heritage and health effects is identified, collected, and then shared and reviewed by government, First Nations and the public. The environmental assessment process is an iterative process in which a proponent may refine the project design to address effects identified during the review. Environmental assessment reports carefully document these and other measures proposed or adopted by a proponent in response to potential effects. Through these steps, the Environmental Assessment Office ensures assessment reports describe the range of perspectives and issues on a project along with measures developed by a proponent to mitigate potential adverse effects. The Environmental Assessment Office continues to ensure all environmental assessment reports identify and consider all potential significant issues.

Objective 2.2: Meaningful consultation with First Nations occurs during environmental assessment reviews

Government has an obligation to consult with First Nations and, where appropriate, accommodate established and asserted aboriginal rights and titles. The Environmental Assessment Office engages First Nations in the assessment process to discharge the Crown's duties, and to consider First Nations' issues in the completion of environmental assessment reviews.

Strategies

Strategies adopted by the Environmental Assessment Office to achieve this objective include requiring proponents to develop plans for consultations with First Nations, and seeking active First Nations' involvement in project reviews, including representation on project technical working groups. A primary tool for ensuring thorough and comprehensive environmental assessments is the establishment of technical working groups. These groups consist of representatives of key federal, provincial and local government agencies, and typically seek active representation from First Nations affected by a project. The direct engagement of First Nations in working groups is an effective way of building relationships, identifying First Nations' issues, and initiating processes and project design changes that assist in accommodating First Nations' rights, title and other project-related issues. The Environmental Assessment Office also consults with First Nations on a government-to-government basis, where appropriate, outside of the technical working group.

Performance Results

Performance Measure: Percentage of project assessments with First Nations engaged in working groups

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of project assessments with First Nations engaged in working groups	N/A	75%	75%	91% EXCEEDED

Data Source: Environmental Assessment Office.

Discussion of Results

This was a new measure for the Environmental Assessment Office in 2006/07. The benchmark has been established based on the First Nations that may be impacted by a project and have chosen to sit on the technical working group for the project. Although the Environmental Assessment Office cannot control whether First Nations choose to participate in working groups. First Nations' perspectives on a project are important, and the Environmental Assessment Office makes every effort to seek their participation. For the 2008/09 Service Plan, this performance measure has been more accurately re-titled "Percentage of impacted First Nations engaged in project assessment working groups."

Office Response

The Environmental Assessment Office seeks early and active engagement with First Nations that may be impacted by a proposed project. The Environmental Assessment Office has streamlined its processes for providing First Nations with contributory funding, making it easier for First Nations to fully participate in an environmental assessment. The Environmental Assessment Office also provides considerable support to the First Nations Environmental Assessment Technical Working Group to help educate First Nations about the environmental assessment process in British Columbia.

Report on Resources

Resource Summary Table

Major Project Environmental Assessments and Corporate Operations	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Total	6,957		6,957	6,950	(7)
Full-time Equivalents (FTEs)					
Total	49		49	46	(3)
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Total	56		56	39	(17)

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly in February 2007.

Annual Service Plan Report Appendices

Appendix A: Ministry Hyperlinks to Additional Information

The Ministry of Environment's vision, mission and values can be found here:
www.env.gov.bc.ca/sp/2008/vision_mission_values.pdf

The Ministry of Environment's organizational chart can be found here:
www.env.gov.bc.ca/sp/2008/org_chart.pdf

Descriptions of the Ministry of Environment's core business areas can be found here:
www.env.gov.bc.ca/sp/2008/core_business.pdf

The Ministry of Environment's glossary of terms can be found here:
www.env.gov.bc.ca/sp/2008/glossary.pdf

A listing of the legislation administered by the Ministry of Environment can be found here:
www.env.gov.bc.ca/sp/2008/leg.pdf

The Ministry of Environment's risk management framework can be found here:
www.env.gov.bc.ca/sp/2008/riskmgmt.pdf

Appendix B: Ministry Contact Information

Regional Office	Telephone	Fax	Website
Victoria — Headquarters	250 387-1161	250 387-5669	www.gov.bc.ca/env
Vancouver Island Region			
Main Regional Office: Nanaimo	250 751-3100	250 751-3103	wlapwww.gov.bc.ca/vir/
Other offices: Black Creek, Duncan, Goldstream Park, Parksville, Port Alberni, Port Hardy, Ucluelet			
Lower Mainland Region			
Main Regional Office: Surrey	604 582-5200	604 930-7119	wlapwww.gov.bc.ca/sry/
Other offices: Brackendale (Squamish), Cultus Lake, North Vancouver, Powell River			
Thompson Region			
Main Regional Office: Kamloops	250 371-6200	250 828-4000	wlapwww.gov.bc.ca/sir/
Other offices: Clearwater, Lillooet, Merritt			
Okanagan Region			
Main Regional Office: Penticton	250 490-8200	250 490-2231	wlapwww.gov.bc.ca/sir/
Other offices: Grand Forks, Kelowna, Oliver, Princeton/Manning Park, Vernon			
Kootenay Region			
Main Regional Offices: Cranbrook Nelson	 250 489-8540 250 354-6333	 250 489-8506 250 354-6332	wlapwww.gov.bc.ca/kor/
Other offices: Castlegar, Creston/West Creston, Fernie, Invermere, Revelstoke			
Cariboo Region			
Main Regional Office: Williams Lake	250 398-4530	250 398-4214	wlapwww.gov.bc.ca/car/
Other offices: 100 Mile House, Bella Coola/Hagensborg, Quesnel			
Skeena Region			
Main Regional Office: Smithers	250 847-7260	250 847-7591	wlapwww.gov.bc.ca/ske/
Other offices: Atlin, Burns Lake, Dease Lake, Queen Charlotte City, Terrace/Lakelse Lake			
Peace Region			
Main Regional Office: Fort St. John	250 787-3411	250 565-6629	wlapwww.gov.bc.ca/nor/
Other offices: Chetwynd/Moberly Lake Park, Dawson Creek, Fort Nelson/Liard Hotsprings			
Omineca Region			
Main Regional Office: Prince George	250 565-6135	250 565-6629	wlapwww.gov.bc.ca/omr/
Other offices: Mackenzie, Vanderhoof			

Appendix C: Environmental Assessment Office Contact Information

For more information on the Environmental Assessment Office:

Environmental Assessment Office

First Floor
836 Yates Street
PO Box 9426 Stn Prov Govt
Victoria BC V8W 9V1

General Inquiries

Telephone: 250 356-7441 and eaoinfo@gov.bc.ca
Fax: 250 356-7440
Website: www.eao.gov.bc.ca

Ministry of Finance

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Finance,
see Ministry Contact Information on Page 30 or contact:

Ministry of Finance
PO BOX 9415
STN PROV GOVT
VICTORIA BC
V8W 9V1

or visit our website at
www.gov.bc.ca/fin/

Published by the Ministry of Finance

Message from the Minister and Accountability Statement

The Ministry of Finance helps ensure government meets its strategic goals by providing sound financial management, fiscal sustainability and the supports for a competitive economy.

In 2007/08, the Ministry continued to support government's commitment to a balanced budget with the fourth consecutive surplus for 2007/08. Prudent fiscal planning allows the government to meet the needs of all British Columbians, providing the essential services required today along with infrastructure development and investments for tomorrow.

Our province has achieved the lowest personal income tax rates for the bottom two tax brackets and in a provincial ranking of corporate income tax rates we remain in the lowest four. Effective fiscal management, combined with a fair and competitive tax environment, helps secure the foundation for our growing economy.

Debt service costs continue to be low, thanks to ongoing improvements in the management of cash and debt activities. The high rating awarded us by international credit rating agencies is a reflection of both our fiscal performance and the strength of our economy.

The annual rate of employment is at its lowest in more than 30 years and our GDP grew an estimated 3.1 per cent in 2007. We have faced challenges over the years, from both inside and outside our provincial borders, but our economy remains robust and the province remains in a strong position for continued prosperity.

As a result of our prudent fiscal management, we were able to commit more than $2 billion in the 2007/08 budget and fiscal plan to meeting the housing challenge of our growing economy. These initiatives range from more year-round shelter beds for the homeless to increased shelter allowance for income assistance recipients, higher rental assistance program ceilings for low-income working families, a higher homeowner grant threshold, more supportive housing for B.C.'s aging population to more social housing and off-reserve housing for Aboriginal British Columbians.

In response to Premier Campbell's challenge to reduce British Columbia's carbon emissions 33 per cent by 2020, the ministry developed policy and legislation that will put our province at the forefront in efforts to deal with climate change. Work done in 2007/08 and introduced in the 2008/09 budget and fiscal plan represent a turning point that will make B.C. a leader in environmental economics — building a strong and prosperous economy through sustainable choices.

Our past successes and future achievements are made possible by the talented and professional individuals at the Ministry of Finance. It has been a privilege to work with them and I am confident that the opportunity to work alongside these outstanding individuals will continue to attract the best and the brightest to the Ministry of Finance.

The *2007/08 Ministry of Finance Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's 2007/08 – 2008/09 Service Plan. I am accountable for those results as reported.

Carole Taylor

Honourable Carole Taylor
Minister of Finance

June 20, 2008

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Ministry of Finance

Highlights of the Year

- **Ongoing Fiscal Stewardship** — The ministry continued to support government's commitment to a balanced budget and fiscal plan. On February 19, 2008, the government tabled a budget in the Legislature with surpluses of $50 million in 2008/09 and $150 million in each of 2009/10 and 2010/11. Budget 2008 also supported government's climate action initiative, its commitment to a strong, vibrant and competitive economy and a sustainable health care system.
- **Balanced Budget** — The ministry played a central role in developing the government's balanced budget plan. In 2007/08, government achieved B.C.'s fourth consecutive balanced budget, with a surplus of $2.9 billion.
- **A Strong, Competitive and Vibrant Economy — A Fair and Competitive Tax Environment**:
  - — Developed a revenue-neutral carbon tax, related environmental tax incentives and competitiveness measures.
  - — Revenue-neutral carbon tax plan measures include: low-income climate action tax credit, personal income tax reductions, general corporate income tax cuts and small business corporate income tax cuts.
  - — Additional competitiveness tax measures include: an increase in film tax credit rates and enhancement of regional credits, reduction in school property tax rates for major industry, expansion of international financial activity program, and phase out of capital tax for financial institutions.
  - — Completed the Ports Competitiveness Initiatives Review.
- **Taxpayer-supported debt to GDP ratio** — Sound fiscal management and a robust provincial economy served to reduce B.C.'s taxpayer-supported debt-to-GDP ratio — a key measure of debt affordability. In 2007/08, the debt-to-GDP ratio fell to 14.0 per cent, down from 16.1 per cent the previous year, maintaining the downward trend in this key ratio.
- **Credit Rating Upgrades** — B.C.'s long-term credit rating was upgraded to AAA by Standard and Poor's and to AA (high) from AA by the Dominion Bond Rating Service to reflect the Province's track record of fiscal discipline as highlighted by the surpluses in recent years. Additionally, Fitch Ratings Ltd. issued its first-ever credit rating for British Columbia and assigned B.C. the rating of AAA.
- **A Strong, Competitive and Vibrant Economy — Efficient and effective financial and corporate regulatory frameworks that protect the public interests**:
  - — Passage of the *Securities Transfer Act*, a commercial property law governing the transfer and holding of investment securities, in accordance with the Uniform Law Conference of Canada.

  - Completed implementation of corporate framework for Unlimited Liability Companies.
  - Developed corporate framework for real estate service providers to establish personal real estate corporations under the *Real Estate Services Act*. Worked with Alberta to jointly develop and introduce legislative reforms to the legal framework governing contracts of insurance
  - Established the Alberta/B.C. Finance Ministers Joint Expert Panel on Pensions to develop private sector pension benefits standards reforms
  - Developed policy proposals and draft legislation to meet the government's obligations for compliance with the B.C./Alberta Trade, Investment, and Labour Mobility Agreement (TILMA) as it applies to financial services, corporate sectors and core government's procurement activities.
  - Established the Pacific Carbon Trust, with a mandate to acquire sufficient carbon offsets to fulfill the government's commitment to be carbon-neutral by 2010.

- **Shareholder's Expectations Manual** — Crown Agencies Secretariat published British Columbia's first ever Government's Shareholder Expectations Manual for Crown Agencies. The manual documents the Province's leading governance practices which provide Crown Agencies with superior means to achieve government's policy and performance expectations in an open, transparent and accountable manner. The manual won a top contender award for public sector governance from the Conference Board of Canada.
- **Financial Reporting Practices** — British Columbia continues to lead Canadian provinces in financial reporting practices through full application of Canadian Generally Accepted Accounting Principles (GAAP) across the entire government reporting entity, and bringing a strong voice and presence to both national and international accounting standards setting organizations. British Columbia is the first province to issue a Practice Guideline covering the financial management and accounting for Public Private Partnerships.
- **Public Sector Negotiating Framework** — Three more public sector agreements were reached by March 31st, 2008, for a total of 167 agreements covering 99 per cent of all the public sector workers.
- **New Internal Audit Model** — Strengthened government's governance role with broader internal audit projects that focus on strategic high-risk areas, resulting in an integrated corporate approach that addresses inter-dependencies rather than a ministry specific view.
- **Strengthened Internal Controls and Efficiency Savings** — The Corporate Compliance and Controls Monitoring Branch conducted risk-based reviews of financial processes and transactions, achieving efficiency savings for government in excess of $18.8 million during the year.

Purpose of the Ministry

The Ministry of Finance plays a key role in establishing, implementing and reviewing government's economic, fiscal and taxation policies. The ministry continues to focus on the priorities of fiscal sustainability and a competitive economy that will ensure the Province's success in meeting its strategic goals. The ministry conducts business in a manner that upholds government's values as identified in the Province of British Columbia's Strategic Plan.

Key financial statutes for which the ministry is administratively responsible include the *Financial Administration Act, Budget Transparency and Accountability Act, Balanced Budget and Ministerial Accountability Act* and the *Financial Information Act*. These statutes prohibit the tabling of deficit budgets, establish the framework and limits for accounting and financial activity, and ensure the right of the public to open and accountable reporting, including the complete disclosure of all the assumptions upon which fiscal forecasts and provincial budgets are based. These statutes require ministries and Crown corporations to annually release three-year service plans with concrete goals and performance measures and to annually report on their performance results and other financial information of interest to British Columbians.

Services provided by the ministry include:

- economic forecasting, fiscal planning, budget support and quarterly reporting on the fiscal plan;
- support and advice to Treasury Board in developing the annual budget;
- tax policy advice and implementation;
- oversight of financial, procurement and administrative governance including strategic direction in establishing policies and maintaining controls, practices and corporate capacity;
- banking, accounting, risk and debt management services for government;
- policy development to regulate the financial and real estate sectors;
- implementation and administration of a framework for government's management of its Crown corporations;
- administration of public sector employer/employee relations; and
- regulation and registration of corporate entities, the financial and real estate sectors, personal property and manufactured homes.

The ministry publishes the government's annual Budget and Fiscal Plan, Estimates, Public Accounts, Quarterly Reports, and Financial and Economic Review. These documents are available at: www.fin.gov.bc.ca/pubs.htm. Ministry clients include the general public, Treasury Board, Cabinet, ministries, Crown corporations, boards and commissions, agencies, businesses, societies, public sector employers' associations, investors and financial-sector agencies.

Strategic Context

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of consumer spending and investment offset weakness in the province's export markets.

Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This is the lowest annual rate of unemployment in more than 30 years.

The provincial government continues to implement sustainable fiscal management policies with its fourth consecutive surplus forecast for 2007/08. The importance of the province's sound fiscal management is recognized by international credit rating agencies. Moody's Investor Services, for example, is maintaining British Columbia at an Aaa rating, the highest possible rating.

A robust domestic economy, together with sound fiscal management, puts British Columbia in a strong position to meet the challenges and opportunities it may face in the future.

Key Initiatives

Fiscal Sustainability — Prudent fiscal management and a growing economy allows government to meet the priorities of British Columbians. Treasury Board will continues to ensure the responsible allocation of the province's financial resources within the policy framework established by government.

Economic Sustainability — While a provincial unemployment rate at 30-year lows brings many economic benefits, government is currently dealing with the challenge of a growing shortage of labour, particularly in highly skilled trades and professional areas. Improving labour productivity, investing in education and skills training as well as working to recognize foreign credentials will work to provide longer term stability to British Columbia's economy.

Other challenges faced today include a softening U.S. economy, the strong Canadian dollar, high oil prices and the effects of the mountain pine beetle. Looking ahead, the province will continue to work to enhance economic competitiveness, to adapt to the needs of an aging population and to seize the opportunities provided in international markets.

Key Economic Development Opportunities

British Columbia is in many ways uniquely positioned to meet approaching challenges as well as take advantage of potential opportunities.

Asia-Pacific Location — British Columbia is naturally situated to connect existing North American markets with rapidly growing Asian economies. The province's plan to develop a world-class infrastructure will provide the transportation links essential for the efficient movement of products to and from the immense markets of Japan, China, India and the rest of the Asia-Pacific region.

Increasingly Diversified Economy — While traditional resource sectors remain an important part of the provincial economy, British Columbia is evolving into an increasingly diversified economy. The ongoing expansion of non-resource sectors such as tourism, film and various high-tech activities provides greater resilience in the face of downturns in international markets.

Diversified Trade Markets — Significant growth in China and other Asian economies helps broaden the market for British Columbia's goods exports. The Pacific Rim is the destination for about one-quarter of British Columbia's international goods exports. Diversity in export markets help to soften the effects of possible downturns in one or more of the province's traditional export markets.

Highly Educated and Healthy Population — A major underpinning of the provincial economy is British Columbia's highly educated and healthy population. The province's education and training system provides the province with a highly literate and skilled workforce that can meet the changing demands of today's global economy. Further, access to a superior public health care system is one of many factors that supports the high quality of life enjoyed by British Columbians and helps to attract new residents to the province.

Report on Performance

Performance Plan Summary Table

Goal 1: A sustainable fiscal environment built on a balanced budget For greater detail see pages 13 to 16	**2007/08 Target**	**2007/08 Actual**
1.1 **Effective management of government's fiscal plan** Achieve annual targets for provincial budget	$400 million surplus	$2.9 billion surplus Exceeded
Taxpayer-supported debt-to-GDP ratio	14.8% Declining Trend	14% Exceeded
Provincial Credit Rating	Aaa	Achieved

Goal 2: A strong, competitive and vibrant economy For greater detail see pages 16 to 18	**2007/08 Target**	**2007/08 Actual**
2.1 **A fair and competitive tax environment** Provincial ranking of corporate income tax rates	Remain in the lowest four	Achieved
Provincial ranking of personal income tax rates for the bottom two tax brackets	Lowest	Achieved
2.2 **Efficient and effective financial and corporate regulatory frameworks and registry services that protect the public interest**	N/A	N/A

Goal 3: Effective financial, governance, accountability and performance frameworks For greater detail see pages 18 to 27	**2007/08 Target**	**2007/08 Actual**
3.1 **Effective risk-based cash and debt management** Debt-service costs (Provincial ranking)	Second Lowest	Achieved Based on *Estimates*
3.2 **Enhance risk-based management of government's resources** Annual savings from self-insurance (five-year rolling average)	$79.8 million	$81.7 million Exceeded
Post-payment monitoring, and potential Internal Audit and Activity-Based Management savings	$15.2 million	$32.0 million Exceeded
3.3 **Timely and transparent information to government and citizens** Percent of responses to ministerial correspondence within two weeks	80%	72% Substantially Achieved
Release of Public Accounts by June 30th	On or before June 30, 2008	Mid-July Not Achieved
3.4 **Meet statutory reporting requirements and comply with GAAP in all material respects** Obtain an unqualified audit opinion from the Office of the Auditor General on the Public Accounts	Unqualified audit opinion to be obtained	Data Not Yet Available

Goal 3: Effective financial, governance, accountability and performance frameworks For greater detail see pages 18 to 27	**2007/08 Target**	**2007/08 Actual**
3.5 Publicly accountable Crown Agency programs, services and fiscal management Shareholder's Letter of Expectations in place for applicable Crown corporations	100%	ACHIEVED
3.6 Effective management of public sector labour relations and human resource strategy Public sector cost changes over the 2005/06 compensation base	Spending within the four-year envelope	ACHIEVED

Goals, Objectives, Strategies and Performance Results

The ministry collects and utilizes data from reliable independent and government sources in its development of targets for the performance measures in the service plan. These sources include major credit rating agencies, Public Accounts and provincial statutes. The ministry's Corporate Planning Secretariat provides quality assurance in the development of all aspects of the Service Plan. The ministry monitors the performance of the measures in the Service Plan and introduces corrective actions as necessary to ensure that the ministry achieves its goals set out in the Service Plan.

Goal 1: A sustainable fiscal environment built on a balanced budget

A sustainable fiscal environment is a cornerstone in maintaining confidence in British Columbia's economy as well as providing a stable foundation on which to sustain and enhance the delivery of public services. It supports a strong and vibrant economy and provides the means to develop excellence in education, promote healthy living, support people at risk, protect our environment and create jobs for British Columbians. Applying fiscal responsibility today ensures the cost of current public services will not be passed on to future generations.

Objective 1.1: Effective management of government's fiscal plan

Government is committed to maintaining a declining taxpayer-supported debt-to-GDP ratio. Development and maintenance of a prudent and resilient fiscal plan is critical to government's ability to achieve a sustainable fiscal environment. The ministry plays a critical role in overseeing the fiscal plan and works closely with the federal government, ministries and other public sector partners to ensure that government's annual and three-year revenue and expenditure targets are met.

Key strategies for this objective include:

- Streamlining the budget process to focus on government's priorities.
- Continual update of government's three-year fiscal plan including monitoring and corrective action as required.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Achieve annual targets for provincial budget	$3.1 billion surplus	$2.9 billion surplus	Balanced Budget $400 million surplus	$2.9 billion surplus EXCEEDED

Data Sources: Budget and Three-year Fiscal Plan.

Ministry and Crown Agency Service Plans — overall spending targets.

Estimates — detailed spending information for the year ahead.

Quarterly Reports — forecast prepared by ministries, commercial Crown corporations and service delivery agencies (including the SUCH sector).

Public Accounts — annual summary of actual government spending and revenues.

The Office of the Auditor General will audit the year-end financial statements for government and thus validate the results reported in the Public Accounts.

Discussion of Results

The achievement of annual and three-year targets outlined by ministries in their Service Plans provides a meaningful status report on the government's commitment to maintain a balanced provincial budget. Ministry of Finance staff works with the respective ministries, Crown corporations and service delivery agencies, including school districts, universities, colleges and health care organizations, to monitor progress in meeting the approved expense and revenue targets.

The 2007 Budget estimated a $400 million surplus for 2007/08. The government's ability to achieve its provincial budget target is measured by comparing revenue and expenses and final surplus (detailed in the Public Accounts) with the budgeted expense, revenue and surplus targets (detailed in the Budget) at the overall government level.

Ministry Response

The government achieved a $2.9 billion surplus in 2007/08, exceeding the annual target. The 2007/08 target was exceeded because of higher-than-expected taxation revenue, Crown corporation net income and other revenues that more than offset lower-than-expected natural resource revenue and higher than expected spending.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Taxpayer-supported debt-to-GDP ratio	16.1%	14.4%	14.8% Declining Trend	14.0% Exceeded

Data Source: Budget and Three-Year Fiscal Plan and the Public Accounts.

Discussion of Results

Maintaining a relatively low taxpayer-supported debt-to-GDP ratio signifies a healthy balance sheet and ensures that debt remains affordable. Rating agencies rely on this balance-sheet measure as a key credit rating consideration.

Success in meeting this target is determined by the government's ability to maintain a declining trend in the ratio of British Columbia's taxpayer-supported debt-to-GDP. This is monitored by using the three-year moving average of the taxpayer-supported debt-to-GDP ratio. The target is achieved if the current year's three-year moving average is lower than the previous year's.

Ministry Response

This target was exceeded due to lower debt levels and higher economic performance than expected. Government plans to maintain a declining trend for the taxpayer-supported debt-to-GDP ratio and will monitor this trend using a three-year moving average.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Provincial credit rating	Aa1	Aaa	Aaa	Aaa Achieved

Data Source: Moody's Investor Service (Credit Rating Agency).

Discussion of Results

British Columbia maintained its Aaa rating from Moody's Investor Services, the highest possible rating given by the international credit rating agency. British Columbia retains its unique status among provinces, along with Alberta, as the only province which is rated Aaa. In May 2007, Standard and Poor's upgraded the Province to AAA and Dominion Bond Rating Service upgraded the Province to AA (high), citing strong budgetary performances, progress in reducing debt-to GDP and a robust economy. Further in December 2007, Fitch Ratings Ltd. released a Fitch-initiated rating of AAA to the Province.

With our high credit rating, the interest rate paid by the Province when it borrows in the domestic and international capital markets will be lower. In determining a credit rating, agencies consider the borrower's ability to promptly pay the interest and principal due based upon the borrower's balance sheet and income statement. In the case of the Province, rating agencies evaluate taxpayer-supported debt as a percentage of GDP, and the significance of interest owing as a percentage of gross revenues. Agencies also consider the government's track record of being a prudent fiscal manager, its reporting accuracy and transparency, the economic outlook and business and consumer confidence in the economy.

Goal 2: A strong, competitive and vibrant economy

The Ministry of Finance plays an essential role in the creation and maintenance of a tax and regulatory climate that supports economic development and employment opportunities. The ministry continuously reviews provincial tax policies, including business tax policies, to ensure the Province remains competitive.

Objective 2.1: A fair and competitive tax environment

The Province's ability to develop a strong and vibrant economy depends on a tax and regulatory environment that is both nationally and internationally competitive. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment. Taking advantage of these opportunities enhances economic development and creates stable revenues to support critical government services such as health care and education. In addition, a tax system that is perceived to be fair increases the confidence of British Columbians in their government.

In 2007/08 the following key strategies were used to achieve this objective:

- Ongoing review of the Province's tax system in comparison to other jurisdictions.
- Analysis of potential reforms to maintain and improve competitiveness and to enhance the fairness of the system, leading to various tax reduction measures in the 2008/09 Budget.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Provincial ranking of corporate income tax rates	In the lowest 4	In the lowest 4	Remain in the lowest 4	In the lowest 4 ACHIEVED

Data Source: Published legislation from all ten provinces.

Discussion of Results

This measure compares the general corporate income tax rate in B.C. against other provinces in Canada by comparing to legislated provincial corporate income tax rates in effect as of March 31st each year. If British Columbia's corporate income tax rate is among the lowest four of the provinces, then the performance measure has been achieved. A competitive tax environment fosters economic growth by encouraging business investment and promoting a business friendly environment. The proposed revenue neutral carbon tax has allowed government to reduce the corporate income tax rate from 12 to 11 per cent.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Provincial ranking of personal income tax rates for the bottom two tax brackets (compared to other jurisdictions in Canada)	Lowest	Lowest	Lowest	Lowest ACHIEVED

Data Source: Personal income tax legislation and budgets from all ten provinces.

Discussion of Results

Keeping the personal income tax rates low is consistent with the objective of maintaining a competitive tax system that encourages investment and innovation.

This measure provides a comparison of British Columbia's tax rates for the bottom two brackets, with those of the other ten provinces. If British Columbia has the lowest personal income tax rate for the bottom two tax brackets the performance measure has been achieved. With annual indexing, British Columbia's bottom two tax brackets have risen to $68,794 in 2007 from $60,009 in 2000.

Objective 2.2: Efficient and effective financial and corporate regulatory frameworks and registry services that protect the public interest

Fair regulation of financial institutions and effective delivery of regulatory services are important both for protecting consumers and reinforcing British Columbia's attractiveness as place to invest and create jobs. The ministry supports business development and investment by continuing to minimize regulatory burden, foster business and consumer confidence, and streamline legislative and policy frameworks for the regulation of the financial, real estate and corporate sectors.

In 2007/08, the following key strategies were used to achieve the objective:

- Established new legal frameworks to enhance business opportunities under real estate and corporate sector legislation (i.e., new framework for real estate service providers to create personal real estate corporations and framework for establishing unlimited liability companies.)
- Implemented a common and shared Internet Payment service, namely BC Express Pay with a number of ministry programs, including the Liquor Distribution Branch, to improve e-service delivery to citizens and businesses.
- Worked jointly with Alberta, and concluded consultations with stakeholders, in further developing legislation to reform and modernize the legal framework governing contracts of insurance — clarifying application of the law, enhancing consumer protection and allowing businesses to effectively compete in both jurisdictions.
- Established the Alberta/British Columbia Finance Ministers' Joint Expert Panel on Pensions with a view to develop private sector pension benefits standards reforms. The development of pension standards and insurance law reforms has the potential to serve as models for other jurisdictions.
- Developed policy proposals and draft legislation to meet the government's obligations for compliance with TILMA as it applies to financial services and corporate sectors.

Goal 3: Effective financial, governance, accountability and performance frameworks

The Ministry of Finance is responsible for government's overall financial and management governance, accountability and performance frameworks for ministries and the broader public sector. This involves the establishment of appropriate legislation, policies and procedures and reporting at the corporate level to ensure the Province's resources and obligations are appropriately managed in support of effective service delivery. The frameworks set accountability and public disclosure standards for financial and performance information through release of three-year budgets and service plans, Public Accounts and annual reports to track progress.

The frameworks also reinforce individual and corporate accountabilities for outcomes; and maintain standards for stewardship of resources, management of liabilities and risk, and the collection and disbursement of public funds.

Key activities include: financial, governance, procurement and accounting policy development; internal audit and advisory services; activity-based management services, treasury and risk management; compliance monitoring; and financial and economic reporting.

Objective 3.1: Effective risk-based cash and debt management

In 2007/08, government managed cash flows of approximately $100 billion. Debt service costs for the total provincial debt is expected to be $2.2 billion, of which approximately $333 million related to the Management of Public Funds and Debt vote (the central government operating debt). Ongoing improvement in the management of cash and debt activities offers significant opportunities to reduce costs and redirect government resources to priority services.

Key strategies for this objective include:

- Comprehensive support for credit rating analysis and investor relations activities.
- Development of models and systems to maximize investment returns on surplus cash to minimize borrowing costs and requirements.
- Management of provincial debt portfolio within risk policy parameters set by the Ministry of Finance Risk Committee.
- Negotiation of banking services for government as a whole and utilization of technological advancements (e.g., e-banking services) to create financial and administrative efficiencies and savings within ministries.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Estimate
Debt service costs (Provincial ranking)	Second Lowest	Second Lowest	Second Lowest	Second Lowest ACHIEVED

Data Source: Moody's Investor Service (Credit Rating Agency), final report based on actual results is available by July/August each year. See Appendix D for provincial comparison of the estimated ratio of taxpayer supported debt service costs to taxpayer supported revenues.

Discussion of Results

The Province of British Columbia continues to have the second lowest debt service cost compared to other Canadian jurisdictions. A relatively low ratio of taxpayer-supported debt service cost to taxpayer-supported revenues demonstrates fiscal prudence and an affordable debt burden. Rating agencies rely on this measure as one among a number of important credit rating considerations.

For every dollar of revenue that the government collects, Moody's estimated that as of March 31st, 2008, approximately 5.2 cents goes towards debt servicing costs. British Columbia ranks second to Alberta among Canadian provinces.

If Moody's Investors Service's ranking of British Columbia's debt service costs relative to other provinces is equal to or lower than target level, the performance measure has been achieved.

Objective 3.2: Enhance risk-based management of government resources

Creation of risk-based frameworks that reinforce individual and corporate accountabilities provides opportunities to reduce unnecessary constraints realize efficiencies and improve outcomes. Risk-based practices are adopted only if they can demonstrate consistency with government priorities and add value using an optimal mix of resources and funding.

Key strategies for this objective include:

- Expansion of government's self-insurance program to the broader public sector.
- Assistance with implementation of enterprise-wide risk management practice.
- Internal audit projects that focus on priorities determined from a government-wide risk assessment process.
- A comprehensive corporate compliance and controls monitoring function that strengthens internal controls, improves policy compliance, and reduces risk of financial loss for government through ongoing review of procurement and financial processes and transactions.
- Use of activity-based management to identify opportunities for performance improvement and cost reduction.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Annual savings from self-insurance (five-year rolling average)	$60.5 million	$68.0 million	$79.8 million	$81.7 million EXCEEDED

Data Source: Ministry of Finance Risk Management Branch.

Discussion of Results

The Ministry of Finance's co-ordination of public sector self-insurance programs allows the provincial government to cost-effectively retain selected risks rather than transfer them at a premium to third parties. Self-insurance involves government assuming the role of a traditional insurer by investigating, defending and paying claims. Since 1986, self-insurance programs have saved the Province more than $825 million. These cost savings allow participating ministries, hospitals, health care agencies, school boards and social service agencies to direct their resources instead to the delivery of core services.

Ministry Response

Private insurance costs increased significantly during the past five years, reflecting the cyclical nature of the insurance industry and lower returns on investments. The self-insurance program has not experienced the same cyclical downturn, and as a result has generated savings in excess of the target.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Post-payment monitoring, and potential Internal Audit and Activity-Based Management savings	$14.4 million	$36.5 million	$15.2 million	$32.0 million[1] EXCEEDED

Data Sources: Internal Audit and Advisory services recommendations and post-payment monitoring efficiency savings.

[1] Data combines some current year and some five-year rolling average savings.

Discussion of Results

This measure demonstrates savings from utilizing a risk-based approach for compliance and controls monitoring and potential annual benefits (five-year average) from implementing recommendations made by branches of the Office of the Comptroller General.

The ministry delivers cross-government, risk-based financial and management review services as well as consulting services that assist programs in improving performance and reducing costs. Savings are achieved through the adoption of recommendations and through monitoring of financial and procurement processes and transactions.

The Corporate Compliance and Controls Monitoring Branch of the Office of the Comptroller General is recognized as a leader in compliance and controls monitoring, realizing $18.8 M in efficiency savings this year. The Office of the Auditor General uses the work of the Branch as if it was an internal control and relies on it for auditing some consolidated revenue fund expenditure streams.

Ministry Response

Corporate Compliance and Controls Monitoring Branch reduces risk and strengthens internal controls through ongoing assessment and deployment of new methodologies, technologies and improved processes resulting in increased savings to government in the current fiscal year.

New measures and criteria will need to be determined going forward as the branch focuses on strengthening internal controls and moves to augment its statistical sampling of transactions and processes with continuous controls monitoring software that reviews all transactions and reports exceptions.

Objective 3.3: Timely and transparent information to government and citizens

The ministry supports a variety of external communications such as preparing the budget consultation paper, Budget and fiscal plan, Quarterly Reports and the Public Accounts, Financial and Economic Review, meeting with investors and bond rating agencies, and responding to general and *Freedom of Information and Protection of Privacy Act* inquiries. In supporting the goal of effective financial, governance, accountability and performance frameworks within government, the ministry plays a key role in development and continuous improvement of these frameworks, providing training and advice and ongoing monitoring of implementation. These areas include financial management and controls, procurement and accounting policies, Crown corporation governance and other outcome-based policies and practices.

Government is undergoing a transition to a model that provides program managers with enhanced financial and procurement decision-making abilities within a defined accountability framework. This shift provides managers with the tools to succeed, and is supported by an updated public sector management framework. The ministry plays an important role in the development of these governance frameworks and works closely with other ministries to ensure appropriate clarification of roles, responsibilities and accountabilities.

Key strategies for this objective include:

- Responsiveness to Minister enquiries is an important measure of accountability for the Ministry of Finance. The Ministry has continued to focus on improvement to meet the target of 80 per cent response within a two-week period to ensure correspondents receive timely and relevant information.
- Review and streamline the current frameworks and process and ensure adequate resources are in place to meet internal and external demand; provide training, advice and monitoring to increase the adoption and effectiveness of outcome-based frameworks within government; review financial legislation; maintenance of a principles-based policy framework; and ongoing monitoring and reporting on ministries' effectiveness with the accountability frameworks.

Performance Results

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of responses to ministerial correspondence within two weeks[1]	47.75%	28%	80%	72% SUBSTANTIALLY ACHIEVED
Release of Public Accounts by June 30	July 17, 2006[2]	July 11, 2007[2]	On or before June 30, 2008	Mid-July NOT ACHIEVED

Data Source:

[1] Source: Ministry of Finance CLIFF Correspondence Tracking System.

[2] Public Accounts were prepared by June 30, their release was delayed at the request of the Office of the Auditor General.

Discussion of Results

Percentage of responses to ministerial correspondence within two weeks: This measure captures the percentage of correspondence addressed to the Minister which is responded to within two weeks. Although the target was not fully achieved, marked improvement in 2007/08 indicates that efforts to improve the response rate are paying off. A dedicated communications writer and more streamlined sign-off procedures are some of the measures that have been taken internally in support of this objective. The ministry will continue to strive to achieve the ministry standard of responding to minister's correspondence within a two-week period to ensure correspondents receive timely and relevant information.

Release of Public Accounts by June 30: This activity measure captures both timeliness and completeness of government financial reporting. Timely release of financial reporting is critical for effective use of the information and helps instill public confidence in government's ability to manage its resources. Recent performance and future targets provide more timely reporting than required in the *Budget Transparency and Accountability Act*, which requires release of the province's financial statements (Public Accounts) by August 31st, following each March 31st fiscal year end.

Ministry Response

The Public Accounts will be prepared by June 30, but will not be released until the Office of the Auditor General has completed their audit.

Objective 3.4: Meet statutory reporting requirements and comply with GAAP in all material respects

The *Budget Transparency and Accountability Act* (BTAA) requires that all accounting policies and practices applicable to public documents required to be made public under this act (e.g., Budget and Public Accounts), comply with Generally Accepted Accounting Principles (GAAP). Adherence to GAAP requires monitoring of evolving accounting standards, consistent financial practices across government and full transparency for the use of public funds. This transparency is critical for ensuring that British Columbians and the investment community have the information they need to make informed decisions and confidence in government's finances.

Key strategies for this objective include:

- Ongoing monitoring of and adherence to GAAP's evolving accounting standards.
- Adoption of technology to improve the reporting processes.
- Working with the Auditor General and the Accounting Policy Advisory Committee on accounting and reporting issues.
- Active involvement with national and international accounting standard setting organizations.
- Greater fiscal planning integration with the schools, universities, colleges and hospitals sector.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Obtain an unqualified audit opinion from the Office of the Auditor General on the Public Accounts	ACHIEVED	ACHIEVED	Unqualified audit opinion to be obtained	DATA NOT YET AVAILABLE

Data Source: Release of the Public Accounts.

Discussion of Results

This activity measure captures completeness of government financial reporting. An unqualified opinion from the Auditor General that the Public Accounts comply with GAAP provides an objective and independent assessment that government has met the GAAP standard for disclosure of its financial information, further increasing confidence in the reliability of that information.

Objective 3.5: Publicly accountable Crown Agency programs, services and fiscal management

Crown corporations are separate legal entities, other than schools, universities, colleges and health authorities that are established by the provincial government outside of a ministry. An effective governance system will ensure Crown corporations focus on the activities necessary to fulfil their mandates and that they are being managed in the public interest.

Strategies

In 2007/08, the following key strategies were used to achieve the objective:

- Develop and implement an effective framework for government's management of its Crown corporations in British Columbia:
  - Maintained and enhanced the Crown Agency Accountability System.
  - Published the first edition of the Crown governance manual.
  - Updated Annual Service Plan and Service Plan Report guidelines.
- Provide training and advice to ministry and Crown corporation officials to ensure that their roles under the framework are understood and their responsibilities are discharged:
  - Hosted workshops for Crown corporations on performance management and reporting best practices.
- Clearly outline government's expectations of Crown corporations through Shareholder's Letter of Expectations and make these publicly available on government's website:
  - Updated templates and facilitated the execution of Shareholder Letter for all applicable Crown corporations.
- Provide input on cross Crown corporation policy issues.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Shareholder's Letter of Expectations in place for applicable Crown corporations	93%	100%	100%	100% ACHIEVED

Data Source: All completed Shareholder's Letter of Expectations are signed by the Minister and Chair of the Board of the Crown corporation and posted on the Crown Agencies Secretariat website: www.gov.bc.ca/cas.

Discussion of Results

This measure is the ratio of the number of completed and publicly available Shareholder Letters to the number of Crown corporations for which the requirement to have a Shareholder's Letter applies. The Shareholder's Letter of Expectations is a key component of the Accountability Framework. The Shareholder's Letter is signed by the Minister Responsible as the representative of government (the shareholder), and the Chair of the Board of the Crown corporation as the representative of the Crown corporation. This letter is designed to ensure a shared understanding between the shareholder and Crown corporation on key governance issues, corporate mandate and core services, public policy issues, strategic priorities and performance expectations, and serves as the foundation for the development of annual Crown corporation service plans. Crown Agencies Secretariat co-ordinates the drafting of the Shareholder's Letter by developing guidelines and co-ordinating the overall process for preparing Shareholder's Letters of Expectations between Ministers and Crown corporations. Ministers responsible work with the Chairs of the Boards of the Crown corporations to ensure that all expectations outlined in the Shareholder's Letters of Expectations are achieved.

Objective 3.6: Effective management of public sector labour relations and human resource strategy

Public sector compensation costs comprise a significant portion of the provincial budget. Accordingly, effective management of the Province's fiscal plan requires the establishment of appropriate and sustainable compensation levels. Labour market analysis and frameworks are also critical for attracting and retaining highly skilled workers critical to the delivery of many public services.

Strategies

Key strategies for this objective include:

- Maintain an executive compensation and negotiating framework that incorporates government's fiscal, policy and program directions.
- Maintain a long-term negotiating framework that is based on relevant labour market considerations.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Public sector cost changes over the 2005/06 compensation base	\$17.52 B (base)	\$17.93 B[1] (2006/07 base as a result of negotiated changes)	Spending within the four-year envelope	\$18.40 B (2007/08 base as a result of negotiated changes) ACHIEVED

Data Source: Public Sector Employer's Council Secretariat (PSEC Secretariat).

[1] The figure for last year has been restated; please see Discussion of Results below for explanation.

Discussion of Results

This measure captures the public sector compensation changes over the 2005/06 compensation base. A four-year envelope of \$4.7 billion above the 2005/06 compensation base is provided through 2009/10. This performance measure excludes any growth in the compensation base attributable to the growth in the number of public sector employees. Compensation-related costs in the public sector are a significant component of the provincial budget. As a result, marginal changes in compensation rates can have significant fiscal impacts requiring accurate and timely monitoring.

Negotiators reached three more agreements by March 31st, 2008 for a total of 167 agreements covering 99 per cent of the all public sector workers.

Settlements include:

- BC Transmission IBEW
- BCIT Faculty
- UBC CUPE 116 Aquatic Centre

Changes to compensation base for the 2006/07 year have been restated as \$17.93 B (from \$17.9 B) due to under spending of funding allocated to provide labour market adjustments.

Report on Resources

The Ministry of Finance *Estimates* for 2007/08 were $54,555 million. During 2007/08, the ministry managed the budget to the original approved/published budgets. For the fiscal year ending March 31, 2008, the Ministry of Finance under-spent its operating budget by $4.484 million or 8 per cent as compared to the 2007/08 budget.

Base Funding 2007/08 Estimates	$ 54,555 M
Net Operating Expenses	$ 50,071 M
Operating Surplus	$ 4,484 M

Most of this surplus is attributed to lower than expected expenditures in travel, professional services and information systems; and recruitment lag mainly due to financial professional turnover.

Resource Summary

Core Business Areas	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Crown Agencies Secretariat	1,604	0	1,604	1,385	(219)
Treasury Board Staff	6,376	0	6,376	5,778	(598)
Office of the Comptroller General	8,155	0	8,155	6,912	(1,243)
Treasury	1	0	1	0	(1)
BC Registry Services	1	0	1	(487)	(488)
Strategic and Corporate Policy	2,980	0	2,980	3,380	400
Public Sector Employer's Council Secretariat	15,879	0	15,879	15,286	(593)
Executive and Support Services	19,559	0	19,559	17,817	(1,742)
Statutory Appropriation	0	41,200	41,200	41,200	0
Total	**54,555**	**0**	**54,555**	**50,071**	**(4,484)**
Other Appropriation — Operating Expenses ($000)					
Insurance and Risk Management Account (Expense)	(45,945)	0	(45,945)	(43,800)	2,145
Insurance and Risk Management Account (Recovery)	45,945	0	45,945	41,458	(4,487)
Total	**0**	**0**	**0**	**(2,342)**	**(2,342)**

Core Business Areas	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Full-time Equivalents (FTEs)					
Crown Agencies Secretariat	10	0	10	10	0
Treasury Board Staff	55	0	55	49	(6)
Office of the Comptroller General	134	0	134	105	(29)
Treasury	75	0	75	65	(10)
BC Registry Services	50	0	50	49	(1)
Strategic and Corporate Policy	126	0	126	118	(8)
Public Sector Employer's Council Secretariat	13	0	13	10	(3)
Executive and Support Services	169	0	169	160	(9)
Total	**632**	**0**	**632**	**566**	**(66)**
Other Appropriation — Full-time Equivalents (FTEs)					
Insurance and Risk Management Account	49	0	49	44	(5)
Total	**49**	**0**	**49**	**780**	**(83)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Crown Agencies Secretariat	9	0	9	6	(3)
Treasury Board Staff	163	0	163	178	15
Office of the Comptroller General	607	0	607	197	(410)
Treasury	1,028	0	1,028	515	(513)
BC Registry Services	2,960	0	2,960	2,039	(921)
Strategic and Corporate Policy	359	0	359	576	217
Public Sector Employer's Council Secretariat	3	0	3	0	(3)
Executive and Support Services	702	0	702	21	(681)
Total	**5,831**	**0**	**5,831**	**3,532**	**(2,299)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Insurance and Risk Management Account	240	0	240	161	(79)
Total	**240**	**0**	**240**	**161**	**(79)**

Ministry Contact Information

Ministry Offices

617 Government Street
Victoria BC
Phone: 250 387-3184

The Ministry of Finance mailing address is:

PO Box 9417 Stn Prov Govt
Victoria BC
V8W 9V1

Minister's Office

Honourable Carole Taylor
PO Box 9048 Stn Prov Govt
Victoria BC
V8W 9E2

Phone: 250 387-3751
Fax: 250 387-5594

Media Queries

Phone: 250 387-5013
Fax: 250 356-2822

Public Affairs Bureau

Highlights of the Year

Throughout the 2007/08 fiscal year, the Public Affairs Bureau (PAB) supported government priorities by communicating the province's policies and programs to the public in a proactive, open and transparent manner. Following are some examples of key initiatives and announcements supported by the Bureau:

PAB earned province-wide media coverage by staging a regional event in Kamloops announcing a $1-million grant to the BC Non-Profit Housing Association for "Welcome to Your Home" starter kits — a program benefiting vulnerable British Columbians.

The Robert W. Pickton trial was one of the longest and most complex criminal trials in British Columbia's history. Extensive consultation involving the judiciary, provincial courts services and criminal justice branches, PAB and media in advance of the trial allowed for a well co-ordinated media relations effort.

PAB co-ordinated the flow of 2007 freshet-related information to media outlets across the province, Canada and the northwest U.S. and worked with other ministry PAB shops to ensure there was a seamless and timely flow of information internally and with external partners.

PAB provided communications support for several initiatives to increase workplace safety, including "Grant's Law" to protect gas station attendants, new safety requirements for employees who work alone, and further protection for farm workers.

In February 2008, Minister Pat Bell released the B.C. Agriculture Plan. PAB assisted by planning the media launch at the Pacific Agriculture Show in Abbotsford — this included writing of all materials, media relations, web design and event design, including designing backdrops. PAB also played an integral in writing and designing the 44-page Agriculture Plan and smaller brochure.

Working co-operatively with First Nations, PAB led the planning and execution of all communications, issues management, media relations, and event planning for the ratification and introduction of legislation the first urban treaty in Canada (Tsawwassen First Nation) and the first multi nation treaty on Vancouver Island (Maa-nulth First Nation) achieved under the BC Treaty process.

In anticipation of potential record high floods throughout British Columbia in 2007, Public Affairs Bureau developed and implemented a pro-active and responsive communications strategy that provided media and the public with regular updates on all aspects of the Province's planning, preparing, response and recovery efforts.

PAB co-ordinated the announcement of close to 200 infrastructure projects supporting cleaner air, cleaner water and improved energy efficiency, ensuring British Columbians are aware of the Province's commitment to greener, healthier communities.

A series of announcements through news conferences, events across the province, project demonstrations, speeches and provincial, regional and local news releases in 2007/08 helped ensure British Columbians received information on the $100-million Health Innovation Fund.

The Pacific Gateway Communications Office participated in two full missions in 2007. The first took the Minister, ministry officials, federal government and industry representatives to China, Korea, Japan and Taiwan. The second mission promoted the Pacific Gateway Strategy to stakeholders in Memphis, Chicago and Minneapolis.

In 2007, PAB co-ordinated the development of a handbook and corresponding media campaign to bring more attention to the issue of child abuse and neglect. The campaign focused on the warning signs and the duty we all share in recognizing and taking action on suspected child abuse and neglect.

PAB produced 1,782 press releases, more than 1,300 graphic/items and designs and co-ordinated 148 special events.

PAB managed communications and created materials for Budget 2008, which introduced the first revenue-neutral carbon tax in North America.

PAB undertook a major roll out of the new $14 Billion Provincial Transit Plan this January, led by the Premier.

On March 3, 2008, as a follow up to the innovative BC is Calling campaign in 2007, the Ministry of Economic Development launched Your Dream Job is Here, a promotional campaign that ran in Union and Eglinton Subway Stations (Toronto) and Berri-UQAM Station (Montreal). The campaign reached more than 15 million people over the course of nine weeks and resulted in a growth in website visits of more than 30,000 to the site.

PAB was the national communication lead on a pan-Canadian literacy initiative, LITERACY - more than words. PAB-Education led the communications strategy, branding, graphic standards, advertising, issues management, media relations, website development and communication materials related to the pan-Canadian forum.

PAB was instrumental in getting the BC Bioenergy Strategy published and released on January 31, 2008 in Prince George. Collaboration with Ministry staff, the PAB events team and cross-government, resulted in a successful public launch that included the Premier, Minister of Energy, Mines and Petroleum Resources, Minister of Forests and Range, and the Minister of Agriculture and Lands.

In October 2007, Small Business Week was expanded to Small Business Month for the first time in British Columbia. Over the month, PAB produced ten news releases, wrote five keynote speeches and co-ordinated ten events and over 20 small business visits in communities across the Province.

Purpose of the Public Affairs Bureau

The Public Affairs Bureau leads and co-ordinates communications with internal and external stakeholders, ensuring that citizens are informed about government policies, programs and services and that information is communicated in an open and transparent manner. The Bureau ensures that essential communication mechanisms are available to give citizens quick and easy access to the information they need — when they need it — whether it is via relations advertising, events, community relations, publications, e-links, or cross-promotional activities.

Clients include citizens of British Columbia, members of the media, the Premier's Office, members of Cabinet, senior government officials and ministry program staff.

Services provided by the Bureau include:

- fact-based information;
- corporate communications;
- information campaigns;
- communications planning;
- media relations;
- news releases;
- speech writing;
- logistical support;
- writing and graphic design services;
- event management;
- online clipping service;
- technical support to the Press Theatre in the Legislature; and
- developing online applications in support of new initiatives.

Strategic Context

The past year has seen many gains in proactively communicating key priorities with province-wide audiences through comprehensive programs supporting international trade, BC Parks, ActNow BC, the Conversation on Health, the Budget Consultation process, forest fire prevention and the successful domestic tourism initiative (***Best Place on Earth***). The Bureau has built on these and other key cross government priorities to maximize reach and awareness (through cross promotion) while effectively utilizing human and financial resources.

Continuing to support issues management and the use of traditional communications.

Tools; the Bureau balanced between reactive issues management and proactive communications messaging. While issues management is critical to protecting the reputation of government, providing our key audiences with proactive and balanced information is central to enhancing public confidence and awareness. Given the competition in the market place to "attract the public's eye and ear," we must use new, innovative, ways to reach our target audiences whether at the grass roots of our communities or international investors.

Much has been achieved over the past and British Columbia has a powerful story to tell. We sought to balance the reactive and moved towards becoming more engaged and proactive in telling this story of accomplishment across ministry lines, across the province and around the world.

Risks and Opportunities

The Bureau's commitment to providing the best service possible while responding to a wide range of demands in support of multiple high priority government commitments (for example, capital project announcements for schools, hospitals and transportation links including Pacific Gateway; international marketing; Climate Action; and, health care initiatives) is an ongoing challenge.

There is an opportunity to achieve some very real gains using the power of communications to reach out to the grassroots of our communities and to strengthen our relationship with the media not only in the regional markets of British Columbia but across North America and around the world.

The ability to create proactive strategies which link to the Five Great Goals and straddle cross government priorities was essential to the management of risk, maximizing the full potential of the professional skills in the Bureau team and the creation of opportunities to serve and inform citizens.

Report on Performance

Performance Plan Summary Table

Goal 1: Citizens are informed of government policies, programs and services For greater detail see pages 36 to 37	**2007/08 Target**	**2007/08 Actual**
1.1 Communication of information that is timely, relevant and readily accessible		
Percentage of major communications plans/campaigns with evaluation mechanisms	100%	100% ACHIEVED
Customer satisfaction rating	100%	100% ACHIEVED

Goal 2: Government communicates in an open and transparent manner For greater detail see pages 37 to 38	**2007/08 Target**	**2007/08 Actual**
2.1 Communication of fact-based information to the public		
Provide initial response to the media within one hour of enquiry or within media deadline	97%	99.15% EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: Inform citizens of government policies, programs and services

British Columbians will be informed of the programs and services provided by government and will understand the challenges the government faces by providing information through a variety of sources including Members of the Legislative Assembly, media, public events and forums, public policy studies, fact-based public information and awareness initiatives as well as a variety of communications support materials.

Objective 1.1: Communication of information that is timely, relevant and readily accessible

Ensuring all British Columbians receive information that is timely, relevant and readily accessible regarding government policies and programs is essential to informing British Columbians of the programs and services available from government and the decisions taken by government on their behalf.

Strategies

- Communicated with British Columbians through both the use of traditional mechanisms (announcements, paid and earned media) but also introduced new marketing approaches to ensure our messages reached citizens where they live (for example, partnerships with the public or private sectors to distribute information);
- Expanded the use of e-services in support of cross government initiatives and/or themes (for example, ActNow BC electronic call to action, crystal meth electronic call to action, tips and tools, or the B.C. tourism campaign for bookings, etc.); and
- Supported the development of resources in key areas of government such as health care (including ActNow BC), advanced education, budget, forest fire prevention, crystal meth, tourism, problem gambling and Climate Action.

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of major communications plans/ campaigns with evaluation mechanisms	Being Developed	100%	100%	100% ACHIEVED
Customer satisfaction rating	Being Developed	100%	100%	100% ACHIEVED

Data Source: Customer consultation.

Discussion of Results

- Major campaigns are defined as significant province wide programs, new cross ministry, or high strategic priority plans/campaigns identified throughout the course of the year.
- Corporate communications was responsible for tracking which campaigns, having evaluation mechanisms in place and calculating the percentage in place at the end of fiscal year for purposes of establishing the baseline for 2006/07. A baseline has been established at 100 per cent — target for future years will be to maintain this level.
- A customer satisfaction rating was established by conducting interviews, with ministers and deputy ministers. A 30 per cent sample rate (equivalent to six ministries) was established and the rating was calculated by dividing the number of ratings at "Satisfactory" or better by the number of interviews conducted. A baseline has been established at 100 per cent — target for future years will be to maintain this level.

Goal 2: Government communicates in an open and transparent manner

Provide citizens with the information they need to understand the challenges faced by government related to the policy decisions taken on their behalf.

Objective 2.1: Communication of fact-based information to the public

Ensuring all British Columbians have access to or receive fact-based information consistent regarding government's policies and programs is essential to allow citizens to form opinions based on fact and allows for informed public debate on decisions taken.

Strategies

- Reached out to ethnic communities/press and clients of government programs and services (such as seniors, small business operators and families);
- Made information more accessible in grassroots communities and to international media through innovative technologies and stakeholder relations; and
- Provided factual information to the media to ensure the public received the information needed to develop informed opinions and allowed for informed public debate on decisions taken by government.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Provide initial response to media within one hour of enquiry or within media deadline	Being Developed	97.76%	97%	99.15% EXCEEDED

Data Source: PAB Communications Offices.

Discussion of Results

- Communications Offices monitored response times which were analyzed and tallied up on monthly basis.
- In March 2007, a notional target of 97 per cent was established for 2007/08. The blended actual result for these measures saw 99.15 per cent of all media calls responded to with an initial response within one hour of enquiry (98.89 per cent) or completed within the media deadline (99.40 per cent). Therefore the target for 2007/08 was exceeded. Through the analysis of this measure, PAB seeks to ensure the Bureau continues to offer strong customer service to the media across the province.
- PAB responds to approximately 10,000 media enquiries each year.

Report on Resources

The Public Affairs Bureau ended the 2007/08 fiscal year with a $796,000 surplus largely attributable to lower than anticipated spending on government advertising.

Resource Summary

Public Affairs Bureau provides for research, planning, co-ordination, and delivery of communications programs, policies, and services for ministries, special offices, and certain public bodies. Transfers may be provided to Crown corporations, ministries, other levels of government, special offices and private bodies for communications related activities. Recoveries may be received from ministries, special offices, Crown corporations and agencies, other levels of government, public bodies and parties external to government for services provided by the Bureau.

Resource Summary Table

Core Business Area	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Public Affairs Bureau	36,633	0	36,633	35,837	(796)
Total	**36,633**	**0**	**36,633**	**35,837**	**(796)**
Full-time Equivalents (FTEs)					
Public Affairs Bureau	216	0	216	214	(2)
Total	**216**	**0**	**216**	**214**	**(2)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Public Affairs Bureau	436	0	436	329	(107)
Total	**436**	**0**	**436**	**329**	**(107)**

Agency Contact Information

Public Affairs Bureau
617 Government Street
Victoria BC
Phone: 250 387-1337

For more information on the Public Affairs Bureau, please visit our website at:
www.gov.bc.ca/public_affairs

For more information on Public Affairs Bureau's Service Plan and Annual Service Plan Report please visit: www.gov.bc.ca/fin

Annual Service Plan Report Appendices

Appendix A: Hyperlinks to Additional Information

For more information on the British Columbia Ministry of Finance, please visit our website at: www.gov.bc.ca/fin

For more information on this and other Ministry Service Plans and Annual Service Plan Reports, please visit: www.bcbudget.gov.bc.ca/2008/default.htm

For other reports and publications of the British Columbia Ministry of Finance, please visit: www.fin.gov.bc.ca/pubs.htm

The Minister of Finance is also the Minister responsible for the following Crown corporations, Boards and Advisory Committees

Crown corporations:

- Partnerships BC — for more information including their service plan and annual service plan report visit: www.partnershipsbc.ca/
- Pacific Carbon Trust

Boards:

- Financial Institutions Commission: www.fic.gov.bc.ca/
- Financial Services Tribunal: www.fic.gov.bc.ca/fst/

Advisory Committees:

- Accounting Policy Advisory Committee: www.lcs.gov.bc.ca/BRDO/boardView.asp?boardNum=191095
- Economic Forecasting Council

Appendix B: Interprovincial Comparison Statistic

Taxpayer-supported Debt as a per cent of GDP (Moody's)

Province	Taxpayer-supported Debt as a % of GDP[1]
British Columbia	13.9
Alberta	2.8
Saskatchewan	16.3
Manitoba	*
Ontario	25.7
Quebec	*
New Brunswick	29
Prince Edward Island	*
Nova Scotia	*
Newfoundland and Labrador	27.1

[1] *Estimates* for March 31, 2008 calculated in April 2008.

* Moody's has not published this statistic.

Ratio of Taxpayer-supported Debt Service Costs to Taxpayer-supported Revenues (Moody's)

Province	Ratio of Taxpayer-supported Debt Service Costs to Taxpayer-supported Revenues [1]
British Columbia	5.2
Alberta	0.7
Saskatchewan	*
Manitoba	7.3
Ontario	8.9
Quebec	10.3
New Brunswick	9.1
Prince Edward Island	9.8
Nova Scotia	*
Newfoundland and Labrador	9.2

[1] *Estimates* for March 31, 2008 calculated in April 2008.

* Moody's has not published this statistic.

Comparison of Provincial Credit Ratings (Moody's)

Province	Credit Rating	Outlook
British Columbia	Aaa	stable
Alberta	Aaa	stable
Saskatchewan	Aa1	stable
Manitoba	Aa1	stable
Ontario	Aa1	stable
Quebec	Aa2	stable
New Brunswick	Aa1	stable
Prince Edward Island	Aa2	stable
Nova Scotia	Aa2	stable
Newfoundland and Labrador	Aa2	stable

Moody's Investors Service, an internationally recognized credit rating agency, rates bonds in descending alphabetical order from A to C (highest to lowest : Aaa, Aa, A, Baa, Ba, B, Caa, Ca, and C). Aaa is the highest possible rating, provided to those public and private sector organizations that offer excellent financial security and are generally considered high-grade entities.

Ministry of
Forests and Range
and Minister Responsible
for Housing

2007/08
Annual Service Plan Report

BRITISH
COLUMBIA
The Best Place on Earth

Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia Ministry of Forests and Range and Ministry Responsible for Housing see Ministry Contact Information on Page 54 or contact:

Ministry of Forests and Range
PO BOX 9515
STN PROV GOVT
VICTORIA BC
V8W 9C2

or visit our website at
www.gov.bc.ca/for

See Page 71 for Ministry Contact Information or contact:

Office of Housing and Construction Standards
PO BOX 9844
STN PROV GOVT
VICTORIA BC
V8W 9T2

or visit our website at
www.housing.gov.bc.ca

Published by the Ministry of Forests and Range and Ministry Responsible for Housing

Message from the Minister and Accountability Statement

Over the last year, B.C.'s forest sector has experienced one of the worst downturns in 30 years, due to a slumping U.S. housing market, the lowest lumber prices since 1991 and a high Canadian dollar. Last year, forest product exports were at a 10-year low. Analysts expect market conditions will improve in late 2009, and the long-term predictions for British Columbia's forest industry are positive. In the meantime, the provincial government is doing everything possible to ensure the present and future viability of the industry.

Over the last year, the Ministry of Forests and Range worked to ensure diverse and sustainable forest and range values for British Columbia. In October, we released the Coastal Forest Action Plan which builds on previous actions for strengthening the coastal forest industry, and includes a shift of the harvest from old-growth to second-growth stands. The Pulp and Paper Task Force also released a report that highlights opportunities for success in that sector.

We explored options together with First Nations to make their forestry tenures more economically viable. Since September 2002, we've signed forestry agreements, including direct awards, with 150 First Nations, providing nearly $200 million in revenue-sharing and access to over 33 million cubic metres of timber.

We continued to fight the mountain pine beetle infestation on many fronts, including pursuing the use of mountain pine beetle attacked timber as a bioenergy source. Since 2001, British Columbia has committed about $642 million to battle the beetle and mitigating future impacts.

Ministry staff are acting on recommendations from the Auditor General's review of forest worker safety and a comprehensive forest safety action plan will be released in summer 2008.

Despite the economic challenges this past year, our perspective continues to be to influence those factors within our control — this includes ensuring that our actions today maximize the future health of our forests. Last year, a record 276 million seedlings were planted and in the spring of 2008, we planted the six billionth tree since reforestation began in the 1930s. This major milestone symbolizes our approach to sustainable forest management and our optimism about the next step in the evolution of the forest sector.

In January, the Premier announced the Working Roundtable on Forestry to solicit new ideas for the long-term success of British Columbia's forest sector. Ideas and recommendations will help form the basis of a long-term plan for the forest sector. Meetings are being held in communities around the province and Roundtable findings will be reported to Cabinet quarterly.

As Minister Responsible for Housing, I'm proud of our continued success in implementing Housing Matters B.C., the Province's comprehensive strategy for reducing homelessness and ensuring British Columbians have access to safe and affordable housing. Through a comprehensive range of programs and the highest housing budget in B.C.'s history, we provided housing support to more than 85,000 households throughout the province last year.

To assist those in an immediate housing crisis, we provided funding for cold/wet weather emergency shelter beds to open year-round and introduced access to a range of support services through those shelters. Through an expansion of our successful homeless outreach program — including the introduction of Aboriginal homeless outreach workers — we helped more than 2,500 homeless people find stable homes and connect to income assistance, health services, addictions support and other services to support them as they regain independence.

To support off-reserve Aboriginal housing, more than $50 million was committed through the Aboriginal Housing Initiative to create safe, secure and culturally appropriate housing for youth, women, elders and those struggling with addictions.

For the second year in a row, we improved the Rental Assistance Program to help even more low-income families with the cost of safe, affordable housing. Building on last year's success in protecting affordable rental housing, we purchased nine more buildings this past year in six communities around B.C., preserving 655 units to house those in need.

We also invested in long-term housing solutions. By funding pre-development costs, we reached agreements with the cities of Vancouver, Victoria, Kelowna and Surrey to ensure city-owned sites will be ready for the construction of new supportive housing. We also invested $250 million to create the Housing Endowment Fund, which will provide an estimated $10 million each year for innovative housing programs.

The Residential Tenancy Branch provided information about rental laws in B.C.; and ensured dispute resolution services were affordable and accessible. Today, tenants and landlords throughout B.C. have improved access to information and dispute resolution services through an expanded service centre based in Kelowna.

As part of our continuing efforts to combat climate change, we took a major step forward in reducing the impact buildings have on the environment. We are implementing green provisions in the B.C. Building Code that will set new standards for water and energy efficiency and we continue to develop green Code provisions which will reduce greenhouse gas emissions and increase the energy efficiency of buildings.

The *2007/08 Ministry of Forests and Range and Minister Responsible for Housing Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's 2007/08–2009/10 Service Plan. I am accountable for those results as reported.

RColeman

Honourable Rich Coleman
Minister of Forests and Range
and Minister Responsible for Housing

June 19, 2008

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Section A:
Ministry of Forests and Range Highlights of the Year

- The Working Roundtable was established by the provincial government to identify key issues and opportunities facing the forest sector in British Columbia. The Roundtable's recommendations will help to ensure a strong, vibrant, sustainable forest industry in B.C. for future generations. The Minister of Forests and Range will report to Cabinet quarterly on progress. For more information, please visit www.for.gov.bc.ca/mof/Forestry_Roundtable.
- In January 2008, the Premier announced a full regulatory review of programs affecting forestry to streamline procedures, reduce unnecessary red tape, cut processing time, and eliminate unnecessary cost burdens resulting from regulation to improve efficiency of forest management.
- The Premier's Forestry Climate Action Meeting, held in Prince George in February, 2008, provided an opportunity for the forest sector to identify opportunities for greenhouse gas reduction and to articulate a climate action vision.
- The Future Forest Ecosystem Initiative released its report, "Climate Change and BC's Forest and Range Management: Climate Change, Impacts and Adaptation Scenarios" in January 2008. This first of two technical reports aims to increase awareness of the potential impact of climate change on forest and range resources in British Columbia.
- In 2007/08 the Ministry initiated the planning for a climate-based seed transfer system to assist in reducing some of the negative effects, and capitalizing on some of the benefits that a changing climate will have on forest productivity.
- Government announced the Coastal Forest Action Plan on October 29, 2007, which focuses on changes needed to enable the forest sector to respond to emerging trends.
- Market Pricing Systems for Crown timber on the Coast and in the Interior were updated and enhanced on June 1, 2007 and July 1, 2007.
- To control the spread of the mountain pine beetle north of the Peace River, into Alberta and Canada's boreal forest, over 97,000 trees were treated on provincial Crown land using fall and burn techniques. Detection and treatment activities were completed in collaboration with Alberta, BC Parks, Parks Canada and Natural Resources Canada.
- The Ministry established an entity that has started necessary socio-economic planning for communities in the third of three geographic areas of the province that will be impacted by the mountain pine beetle epidemic with the incorporation and funding of the Southern Interior Beetle Action Coalition. Over the course of 2007/08 the Cariboo-Chilcotin Beetle

Action Coalition and the Omenica Beetle Action Coalition also advanced their planning work by drafting or completing several sector strategies for their specific regions.

- Addressing forest worker safety continued to be a priority in 2007. The Province, working closely with the BC Forest Safety Council and WorkSafeBC, continued to address a wide range of operational and policy issues as well as address the recommendations of an Auditor General report on forest worker safety.
- The Province has been working with First Nations to provide economic growth and opportunities, especially in traditional areas like forestry. The ministry increased the number of forest and range agreements and opportunity agreements to 120 during the past year. Government remains committed to strengthening relationships with First Nations based on reconciliation, recognition and constructive consultation on social and economic issues.
- To understand how forests can become more resilient to climate change stresses and modify forest policy and forest management accordingly, the Future Forest Ecosystem Initiative expanded both internally and externally in 2007/08, developed a strategic plan and identified 30 projects. One is the establishment of a scientific foundation for adapting the forest and management framework to foster ecosystem resilience to change.
- International demand for British Columbia's wildfire expertise continues to grow each year. In response to Greece's devastating fire season of 2007, nine representatives of the Ministry were invited to participate in a Wildfire Management and Economic Development workshop in Athens. Senior staff from Greece will be coming to B.C. in the near future to observe our program's wildfire operations, and the Ministry plans to provide wildfire training to Greek firefighters in the fall of 2008.

- More area was treated for fuel management than expected, 9,765 hectares, by working collaboratively with the industrial forest sector.
- The ongoing work to monitor and enforce compliance with Forests and Range regulations included several milestones in 2007/08, including: a focus on pricing inspections leading to the recovery of Crown revenue; and a focus on enforcing the *Wildfire Act* resulting in a higher level of investigation resources being applied to wildfire compliance and enforcement.
- 6,500 hectares were planted under the Forests for Tomorrow Program.
- Validation and loading of Vegetation Resource Inventory information submitted by licensees was able to be overachieved, due to a new data management electronic system (VRIMS).
- The ministry was able to exceed internal targets on preparing bills for stumpage paid on the volume of wood harvested during the year, ensuring a more efficient process.

- In March 2008, the Ministry participated in a forestry tour for forestry experts from Cameroon at the request of the Rights and Resources Initiative, Washington D.C. www.rightsandresources.org/. The tour aimed to familiarize the visitors with the use of smaller tenures in B.C., as well as First Nations forestry operations.

Purpose of Ministry

Since its establishment in 1912 as the Forests Branch, the Ministry of Forests and Range (also known as the Forest Service) has continued to protect the public interest and provide leadership in the protection, management and use of the province's forest and rangelands.

The Forest Service is the main agency responsible for the stewardship of 47 million hectares of provincial forest land and fire protection services for 84 million hectares. The Ministry has a broad and general mandate (see Appendix A for a link to legislation), to manage and conserve forest and range resources for short- and long-term socio-economic benefits, to protect and sustain forest productivity and to encourage competitive forest and range industries, while asserting the financial interests of the Crown.

A Proud Tradition of Service Since 1912

Managing provincial forests and range resources presents a unique and complex set of challenges. More than 90 per cent of British Columbia's forestlands are publicly owned, which means the provincial government, on behalf of the public, plays a much more prominent role in the forest sector than its counterparts in other forestry jurisdictions.

The Ministry of Forests and Range co-ordinates the B.C. government response to the mountain pine beetle epidemic and is working with a number of ministries and the federal government to minimize and mitigate negative environmental and socio-economic impacts of the infestation, while recovering the greatest value and protecting public health, safety and infrastructure. Pine forests dominate the interior of B.C. and their loss has significant implications for the forest environment, economy and the communities that depend on those forests for sustainability.

The Forest Service is responsible for one Crown Agency, Forestry Innovation Investment Ltd., which has a role in the marketing and development of forest products.

The Ministry pursues its goals in a consultative manner with the public, forest and range industries, and other Crown agencies, while recognizing the unique interests of Aboriginal people. This is enabled through a three-tiered decentralized organizational structure (headquarters — regions — districts) that brings the Ministry close to our clients and stakeholders throughout the province. Some delivery methods unique to specific services include:

- Third-party delivery agents are used to provide proposal evaluation, project management and audit functions to increase accountability and efficiency with the Ministry acting in a monitoring role.

- Fire protection services are commonly delivered through local and international agreements.
- Research and development activities are co-ordinated through multi-stakeholder research and innovation groups such as the Forest Science Board, Forest Genetics Council, several Canadian Council of Forest Ministers' working groups and the Canadian Forest Innovation Council.

In keeping with the public service ethic, Ministry staff work at all times to earn the public's trust as they make the day-to-day decisions, which ensure that all British Columbians can look forward to sustainable forests and range and a strengthened forest economy in the future.

Forest and range values in the Ministry's vision statement refer to the social, economic and environmental values associated with our forest and range resources. Economic values include timber, forage and fisheries resources that contribute to our economy. Environmental values include soil, water, fish, biodiversity, and wildlife. Social values include recreation resources, visual quality, resource features, and cultural heritage resources. These values are converted into socio-economic benefits for the British Columbians who obtain their livelihood and recreation from B.C.'s forests, and for all British Columbians who benefit from the Crown revenue collected.

Vision:

Diverse and sustainable forest and range values for British Columbia.

Mission:

To protect, manage and conserve forest and range values through a high-performing organization.

The Ministry of Forests and Range is commissioned in the *Ministry of Forests and Range Act* to protect, manage and conserve the forest and range values identified above. The mission includes people working together demonstrating the organizational values and creating a high-performing organization.

While our vision and mission brings focus and clarity to what we are working towards, our organizational values: integrity, accountability, innovation and respect, guide management and staff in their decision making processes and set the basis for the way we meet our business objectives, the way we work with each other and the way we interact with clients, partners, and others.

Strategic Context

Socio-Economic Trends

First Nations populations in British Columbia are large, culturally diverse and geographically dispersed. Many Aboriginal communities are located in forested areas and are actively pursuing land claims for ownership of Crown land presently allocated for forestry activity. To stimulate economic growth and opportunities, especially in traditional areas like forestry, the Ministry works with First Nations to strengthen relationships based on reconciliation, recognition and constructive consultation on social and economic issues.

In 2007 the B.C. forest industry continued to face bleak economic conditions as a result of many factors. The significant appreciation of the Canadian dollar, a weak U.S. housing market in the wake of the sub-prime crisis, low lumber prices and a 15 per cent export tax due to the implementation of the 2006 Softwood Lumber Agreement between Canada and U.S. all contributed to these conditions. The U.S. represents 87 per cent of the market for B.C. lumber. In British Columbia, forestry represents seven per cent of the province's gross domestic product and directly supports about 85,000 jobs in over 100 communities.

Throughout 2007 the Canadian dollar was strong against the U.S. dollar peaking at over $1.10 in November. The strong Canadian dollar will continue to impact the B.C. forest industry by increasing the relative cost of production in B.C., and reducing B.C. companies' profits as most forest products are sold in U.S. dollars. It is estimated that every sustained one-cent rise in the value of the Canadian dollar against the U.S. dollar cost the B.C. forest industry $130 million a year.

Competition in the global market for forest products continued to grow in 2007. European countries, China, Russia, and Brazil are becoming strong competitors. At the same time, Asian countries are emerging as customers of B.C. forest products. B.C.'s wood products sales to China, Taiwan and Korea increased 17 per cent to $289 million in the 12 months ending February 29, 2008, compared to the same period last year. China had the biggest increase of 36 per cent as B.C. exported low grade lumber to China when markets in the United States collapsed.

Given that more than 80 per cent of the sales by the B.C. forest industry continue to be destined for non-Canadian markets, there is continuous pressure to maintain and improve the forest sector's competitiveness. As world competition is increasing returns on capital investment are tight. PricewaterhouseCoopers estimates that the average return on capital employed (ROCE) for the B.C. forest industry fell below zero in 2007 — well below the target of 10-12 per cent.

Lumber prices trended downwards in 2007 as a result of a decline in U.S. housing starts, rising interest rates and higher energy prices. Due to the interconnectedness between the pulp and paper and lumber industries, the strength of the pulp and paper industry is an important factor in the health of the entire B.C. forest industry. In 2007, B.C.'s pulp and paper industry faced increased global competition, growing concerns about fibre availability and affordability and rising pressure from the strong Canadian dollar. Despite these challenges in 2007 average Kraft paper prices were up 17 per cent from 2006. Supply factors drove the rise in prices despite rising pulp production costs related to energy prices, transportation costs and wood costs. The average price of newsprint was down 11 per cent from 2006. Investment in the B.C. pulp and paper industry has, as a whole, been below the level required to maintain its current competitive position in world markets.

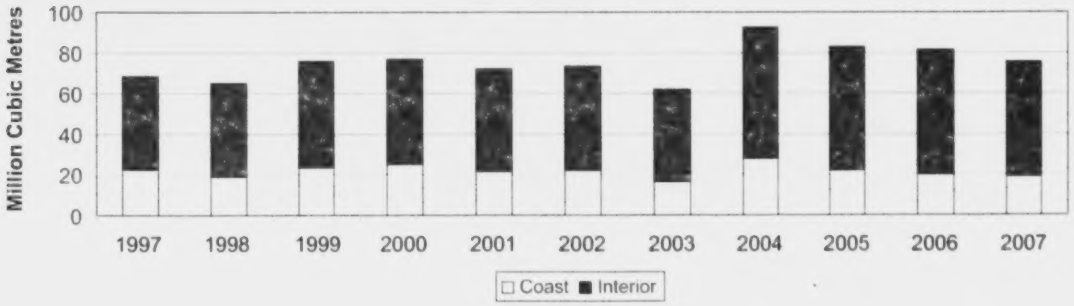
The economic circumstances in the ranching sector are similarly difficult due to the high Canadian dollar. As a result, the value of Canadian beef and live cattle exports to the United States declined in 2007. High labour and operating costs, such as machinery and fuel, and an increase in the price of grain, continue to erode profit margins. Trade and market restrictions on the export of mature cattle, mainly resulting from the occurrence of Bovine Spongiform Encephalopathy in 2002, continue to challenge the industry. Consequently, the price of feeder cattle shipped out of B.C. to Alberta and beyond fell to an historic low in 2007. Trade of cattle to the U.S. is expected to normalize in 2008, following a full five years of restrictions.

Environmental Trends

Globally, every year nearly 13 million hectares of forest is lost due to deforestation. Global and national policy arenas focused on climate change have identified deforestation and forest degradation as important sources of greenhouse gas emissions. Carbon emissions from land-use change are estimated to account for one-fifth of current global carbon emissions, and maintaining existing forests has been promoted as one of the least expensive climate change mitigation options.

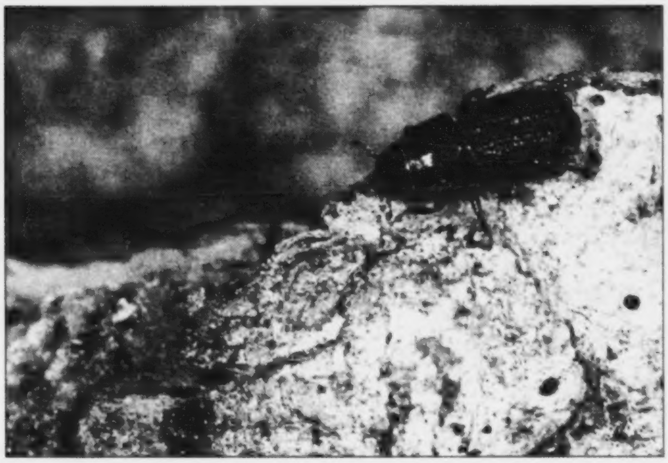
In Canada, there has been no significant change in the total forest area over the last 15 years. Most of Canada's rangeland is contained in the four western provinces. In B.C. about 85 per cent of the land area used by the ranching industry is owned by the Crown.

Figure 1: B.C. Coast and Interior Annual Timber Harvest 1997–2007



In British Columbia, less than one half of a percent of the forest is logged each year and, building upon B.C.'s strong legacy of reforestation, in early 2008 the B.C. government committed to pursue a goal of zero net deforestation. In 2007, the B.C. timber harvest was 75.6 million cubic metres — about seven per cent lower than 2006, and almost nine per cent lower than the 10-year average — a reflection of multiple market pressures in 2007 including those previously described.

Addressing potential long-term environmental consequences in our forests and rangelands due to climate change continued to be a key challenge at the provincial, national and international levels. In British Columbia climate change may increase forest and range productivity in certain areas of the province. However, it may also cause adjustments in watershed hydrology which could have implications for vegetation composition, forest-damaging events such as ice storms, floods and droughts, a shorter winter logging season and a longer fire season. Implications of climate change for rangelands include water and forage shortage, potential introduction of new invasive plants and the spread of invasive plants already present. In 2007/08 invasive plant populations continued to expand, most notably in riparian habitats, at higher elevations, and in those areas affected by the mountain pine beetle. A few invasive plant species are declining in density due to successful containment and biological control programs.

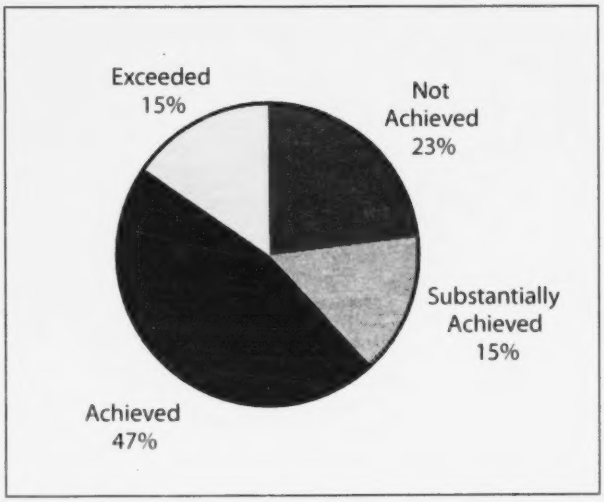


Climate change impacts forest health by contributing to conditions that foster insect and disease outbreaks. The mountain pine beetle continues to devastate the mature pine forest in the interior of the province. The Ministry projects that 76 per cent of the merchantable pine in the province will be killed by the beetle by 2013. The total volume of trees infested by the mountain pine beetle increased in 2007 to 710 million cubic metres of timber from 582 million in 2006. The cumulative area of British Columbia now affected is estimated at about 13.5 million hectares.

Report on Performance

This year's annual report is based on the Ministry Service Plan published in 2007/08. There was a transition in government-wide service planning in 2008/09 to streamline performance measurement and reporting to better align with the strategic priorities of Ministries. This year's annual service plan report for the 2007/08 fiscal year will not reflect this streamlined set of measures. However, some notable changes that will be seen in next year's report include a reduction from 12 performance measures to five which take the vital signs of the Ministry's performance at the strategic level.

Those measures that no longer appear in the Ministry Service Plan are retained as corporate performance measures that will track progress at the operational level in the Ministry's business plans. Further, the Ministry of Forests and Range relies on its entire organization's commitment to performance accountability by making full use of internal performance measures to link progress from the top down and bottom up through its tradition of monitoring and reporting on its key functions, strategies and operations at the Corporate, District and Regional levels.



The achievements reported in the performance results section are categorized following central government's guidelines as "exceeded; achieved; substantially achieved; not achieved; data not available." The Ministry applies these categories to each performance measure individually, as the variance from targets range in value among measures. For example, one percentage point in gross revenue can represent millions of dollars, but +/- 10 per cent on another measure would not be a significant difference.

As shown in the chart above, among the thirteen performance measures presented in this report, the Ministry has substantially met or exceeded 77 per cent of its performance targets. Those three targets that were not achieved this year are mainly affected by factors noted in the strategic context, including the U.S. housing and credit crisis which has profoundly impacted the forest sector and the Ministry's ability to meet all targets.

Performance Results Summary Table

Goal 1: Sustainable forest and range resources For greater detail see pages 17 to 30	**2007/08 Target**	**2007/08 Actual**
1.1 Wildfire and forest pests are detected, managed and prevented Per cent of wildfire contained at less than 4 hectares	92%	92% ACHIEVED
Per cent of area of mountain pine beetle units that achieve treatment targets:		
• Aggressive Emergency Management Units	100%	69% NOT ACHIEVED
• Special Management Units	100%	97% SUBSTANTIALLY ACHIEVED
1.2 Exemplary stewardship of forest resources Ratio of area reforested to area harvested or lost to fire and pest	0.86	0.83 NOT ACHIEVED
1.3 Compliance is promoted and statutory obligations are enforced Per cent of forest operators' compliance with statutory requirements that regulate forest practices	94%	94% ACHIEVED
1.4 Sustainable forest management of public forests is fostered and improved through Forest Investment Account programs *Assessed by Forest Investment Account third party administrators*	N/A	N/A

Goal 2: Sustainable socio-economic benefits from forest and range resources For greater detail see pages 30 to 46	**2007/08 Target**	**2007/08 Actual**
2.1 Crown range is healthy and sustainably managed for multiple-use and supports a competitive ranching industry Per cent of available Crown range under a form of agreement	94%	94% ACHIEVED
2.2 Conditions that foster a competitive forest industry *Assessed annually as part of Ministry's strategic context*	N/A	N/A
2.3 Fair market value for the use of public forest and range resources Crown forest and range gross revenue ($ billions)	1.066	1.088 EXCEEDED
2.4 Use of allowable annual cut is optimized through effective tenuring Per cent of Timber Supply Area and Tree Farm Licence allowable annual cut under a form of tenure	90%	90% ACHIEVED
2.5 Long term economic stability is encouraged for communities affected by the mountain pine beetle epidemic Per cent of mountain pine beetle impacted communities covered by a socio-economic adjustment plan	15%	15% ACHIEVED
2.6 A safe, reliable and environmentally sound forest road network which balances industrial, commercial and public use in a cost-effective manner reflecting the level of use Per cent of non-industrial use Forest Service road kilometres open for vehicular access	90%	95% EXCEEDED

Goal 2: Sustainable socio-economic benefits from forest and range resources For greater detail see pages 30 to 46	**2007/08 Target**	**2007/08 Actual**
2.7 Increased First Nations' opportunities for participation in the forest sector; stability on the land base; and forestry operations that respect First Nations' interests on the land base Total number (cumulative) of Forest and Range Agreements and Forest and Range Opportunity Agreements signed with First Nations	130	120 SUBSTANTIALLY ACHIEVED
2.8 Market Crown timber through BC Timber Sales to establish market price and capture the value of the asset for the public Per cent of total provincial allowable annual cut auctioned by BC Timber Sales	20%	17.5% NOT ACHIEVED

Goal 3: Highly effective, innovative and responsive organization For greater detail see pages 47 to 48	**2007/08 Target**	**2007/08 Actual**
3.1 Effective, innovative and responsive management framework and infrastructure that supports the achievement of Ministry goals and objectives Ministry of Forests and Range staff engagement level	>63%	67% ACHIEVED

Goals, Objectives, Strategies and Performance Results

This section details the results of performance measures linked to the objectives under each of the Ministry goals. In addition, strategies have been restated to briefly indicate what has been done in advancing the objectives over 2007/08.

Goal 1: Sustainable forest and range resources

This goal is the foundation of all Ministry of Forests and Range functions. B.C.'s forest and range resources will not be available for use now and in the future, if they are not managed sustainably today. In addition, the global definition of sustainability is undergoing constant review and refinement, and this dialogue will no doubt inform the Ministry's strategic planning as it addresses issues like climate change and an effective response to the mountain pine beetle epidemic.

The entire forest sector, including forest and range licensees, the public, other agencies and groups, all influence the achievement of this goal. For this reason, achievement of the goal is best assessed by looking at long-term trends in selected attributes of forest and range resources, such as forest soil and water capacity, range carrying capacity and timber productivity. Detailed assessments of these attributes are published periodically in the Ministry's State of B.C.'s Forests Report www.for.gov.bc.ca/hfp/sof/ . The Ministry has focused its contribution to achieving the goal of sustainable forest and range resources by setting clear objectives for Ministry activities.

Objective 1.1: Wildfire and forest pests are detected, managed and prevented

This objective reflects the Ministry's intent to protect forest and range resources and investments by minimizing losses and mitigating future risks from wildfire and forest health infestations, including insect pests, diseases and invasive plants. Wildfire and forest pests are managed and reported separately.

a) Wildfire

Over the past four years, achievement of this objective has been supported by implementation of recommendations from the internal and external inquiries of the 2003 and 2004 fire seasons. The strategy has provided funding for 86 community wildfire protection plans to date and 192 fuel management projects have been initiated to date. As well, British Columbia has taken on a key role in developing the Canadian Wildland Fire Strategy to help protect communities and accelerate improvements to the provincial and national wildfire infrastructure. The strategy has now been endorsed by all territorial, provincial and federal forest ministers.

Achieving this objective for wildfire depends on the severity of hot dry weather, ground fuel accumulations, and availability of trained crews, equipment, air tankers and other resources. Preparedness, in the form of having crews and resources available, is the best way to address the risk of hot, dry weather. Availability of resources depends on partnerships with the federal government, local governments, communities and the forest industry, which the Ministry pursues as a key strategy.

Strategies

1) Ensured fire preparedness and rapid, effective initial attack by continuing to implement the *Wildfire Act* including streamlined regulations.
2) Continued to renegotiate agreements with utilities and develop new agreements with other sectors to increase cost recovery for fire protection activities.

3) Continued to implement a fuel-management strategy in wildland urban interface areas throughout B.C. by working with the Union of B.C. Municipalities to heighten public awareness through the promotion of FireSmart programs and by assisting communities in developing strategies to identify and reduce the threat from wildfires. This included a First Nations mountain pine beetle fuel management working group, with representation from Federal and Provincial governments, developing a harmonized strategy to address community fire safety issues arising from the provincial mountain pine beetle infestation. The First Nations Emergency Services Society has contacted 95 of the 103 potentially mountain pine beetle affected First Nations communities within the past year. Thirty First Nations communities are actively pursuing funding opportunities to carry out fuel management planning and treatments in affected areas.

Performance Results

Performance Measure	2002/03 Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of wildfire contained at less than four hectares (on a five year rolling average)	93%	92%	92%	92%	92% ACHIEVED

Data Source: Fire Reporting System.

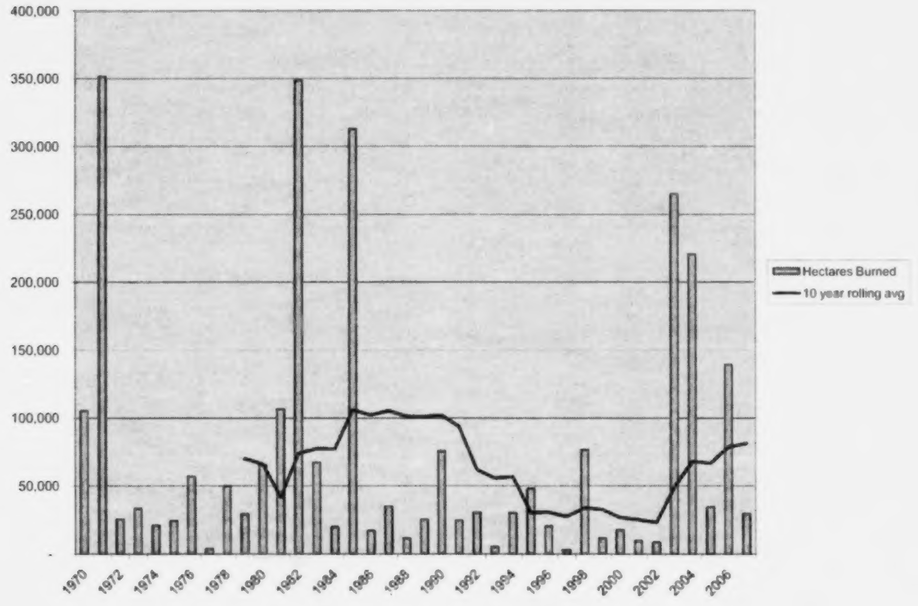
Discussion of Results

This is a measure of the Ministry's success rate for initial attack on wildfires, as an estimate of fires less than four hectares in final size. If fire size is kept to less than four hectares, damage and costs for fire suppression are minimized.

In 2007/08 there was no variance from target. B.C. has the highest average number of fire starts in Canada at 1,805 per year (based on a 10-year average as at 2006). Alberta and Ontario, with 1,277 and 1,390 respectively, also track success of initial wildfire attack. Alberta's most recent published target is 94 per cent (in 2006). The last published data for Ontario shows an initial attack success rate of 96.4 per cent in 2001. While the information cannot be compared directly year to year, it appears that all three jurisdictions target and achieve initial wildfire attack success rates between 90 and 96 per cent. Differences in land ownership, policy, access, forest type and climate conditions account for the six per cent variation.

See Appendix A for further information on wildfire prevention and fuel management.

Figure 2: Total Hectares Lost to Unwanted Wildfire, 1970 – 2007



b) Forest Health

The capacity of the Ministry to prevent forest pest infestations is largely influenced by our ability to predict insect population cycles, and perform ongoing monitoring and detection. The Ministry co-ordinates research and modeling of insect populations with other agencies, and ensures that an aerial overview survey of provincial forests is done each year to detect new or growing infestations. Managing forest pests is done in partnership with the federal government and forest industry, and in the case of an epidemic with economic impacts like the mountain pine beetle, in co-ordination with communities, First Nations and other government agencies.

Gypsy Moth Suppression

In 2007/08, 100 per cent of the province's gypsy moth infestations were contained. The infestations occurred on Vancouver and Saltspring Islands, where aerial and ground spraying and mass trappings treated 532 hectares of land.

Strategies

1) Early detection and treatment of insect infestations other than mountain pine beetle, including gypsy moth and other defoliators. In 2007/08, 55,000 hectares were treated for defoliators and 100 per cent of gypsy moth infestations were contained.

2) Continued implementation of Objective 5 of the Mountain Pine Beetle Action Plan, specifically controlling mountain pine beetle infestations to prevent or reduce damage to forests in areas that are susceptible to, but not experiencing, epidemic infestations. In collaboration with Alberta, BC Parks, Parks Canada and Natural Resources Canada, the Ministry completed detection and treatment activities to slow the spread of the beetle north of the Peace River and into Alberta and Canada's boreal forest. This collaboration included the initiation of a 10-year prescribed burning plan for critical beetle pathways through the southern Rocky Mountains into Alberta.

The Mountain Pine Beetle Action Plan

This Action Plan provides a long term government-wide approach to mitigating the impacts of the mountain pine beetle infestation in British Columbia. The federal government contributed funding to some components of the plan, and the Province and licensees are funding others. There are nine specific programs under the plan which mitigate environmental impacts of the epidemic and support economic sustainability. For more information visit: *www.gov.bc.ca/pinebeetle*.

3) Forest health status was monitored through an annual aerial overview survey of the province and evaluated.

Performance Results

Performance Measures[1]	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of area of mountain pine beetle management units that achieve treatment targets:				
• Aggressive Emergency Management Units[2]	69%	71%	100%	69% NOT ACHIEVED
• Special Management Units[3]	100%	100%	100%	97% SUBSTANTIALLY ACHIEVED

Data Source: Aerial and ground surveys and treatment records.

[1] The performance indicator for the success of the treatments each year is represented as a percentage of the number of Aggressive Emergency Management Units that met the 80 to 100 per cent treatment target divided by the total number of units identified and funded for Aggressive Management. The success of the spread control efforts within the Special Management Units is calculated as the percentage of Special Management areas treated to target levels.

[2] Areas of the province that have been assigned suppression targets are designated as Aggressive Emergency Management Units.

[3] Areas of the province that have been designated as Special Management Units to indicate where treatment efforts are being made solely for limiting spread versus population suppression.

Discussion of Results

The infestation continues to expand within B.C., and effects of an unprecedented massive flight occurring in the summer of 2006 are still being felt in the Peace Forest District and Alberta, reaching as far east as Slave Lake. An unusual weather event coinciding with the peak of beetle flight caused the mass migration. The large increase in new attacks resulted in a lower than projected achievement of targets in both 2006/07 and 2007/08.

By March 2008, the beetle had attacked 13.5 million hectares to varying degrees of severity, and the density of the attack intensified. The infestation is classified by the severity of attack in two types of management units or designated areas: Aggressive Emergency and Special (shown in Table 1). The areas are mapped and can be viewed at: www.for.gov.bc.ca/hfp/mountain_pine_beetle/maps/ebbma.

Table 1
Mountain Pine Beetle Management Unit Treatment Types

Management Unit	Main Focus of Treatment
Aggressive Emergency	High-level: population suppression (target: 80-100% reduction to endemic levels)
Special	Secondary level: spread control (target: stem flow eastward v. reduce to endemic levels)

Population Suppression

The Ministry achieved only 69 per cent (46 of 67) of its Service Plan target of 100 per cent of Aggressive Emergency Management Units achieving effective treatment levels. Aggressive Emergency Management Units are sites where new infestations occur and are treated through targeted small-block harvesting, falling and burning, use of pheromone baits, or other methods. To effectively suppress a growing beetle population below endemic levels, the objective of aggressive control treatments is to destroy 80 to 100 per cent of the detected mountain pine beetle brood before they fly and attack other pine trees. In the ever-expanding infestation throughout the central interior of B.C., effective aggressive treatment is very limited mainly due to difficult topography.

Harvesting the beetle infested trees rather than burning them is a preferred treatment option. However, the downturn in B.C.'s forest industry and the unprecedented pressures and challenges facing licensees resulted in harvesting operations being curtailed in many areas of B.C. Areas of specific concern include the Mackenzie and Skeena-Stikine Forest Districts, where the problem of reduced harvest rates was compounded by the greater than predicted expansion of the beetle, hence effective treatment levels were achieved in only three of their 22 Aggressive Emergency Management Units. However, four of the six forest districts with Aggressive Emergency Management Units were still able to achieve treatment targets in the majority of their Units.

Spread Control

In 2007/08, the Ministry substantially achieved its Service Plan target with 97 per cent (36 of 37) of Special Management Units achieving the Canadian Forest Service target, i.e., that greater than 75 per cent of infested trees must be treated before the next beetle flight. In the one Special Management Unit that did not meet the recommended treatment target, 60 per cent of the infested trees where treated.

Spread control priorities are highest closest to the Alberta-B.C. border. These areas have been designated as Special Management Units where treatment efforts are being made solely for limiting spread versus population suppression. Minimum treatment targets are lower in these Units primarily because they are usually more difficult to access.

The spread control treatment strategy in the Peace Forest District changed in 2007/08 to focus north of the Peace River in the Fort St. John Timber Supply Area. The Ministry has successfully treated the southern Rocky Mountains portion of the border to minimize spread into Alberta, in doing so assisted Alberta to achieve 100 per cent of their suppression targets on the eastern slopes of the Rockies.

Ministry Response

The Canadian Forest Service predicts a significant potential for the beetle to spread into the vast jack pine forests that are common throughout the entire country. A new spread control management system will target infested areas with the largest potential for spread into Alberta and the boreal forest from B.C.'s Special Management Units.

In addition to provincial objectives, the Ministry communicates regularly with the Province of Alberta, National Parks Canada and the federal government to co-ordinate mountain pine beetle spread control efforts to limit the eastern spread of the B.C. outbreak. More information on the extent of the infestation and government's plans can be found at: www.for.gov.bc.ca/hfp/mountain_pine_beetle/.

Objective 1.2: Exemplary stewardship of forest resources

Exemplary forest stewardship is the result of the creation of a stewardship culture among professionals and managers involved in forest management. It is identified by integrated resource management, maintaining ecosystem resilience, ensuring all productive areas are reforested and, where possible, enhancing productivity.

The Ministry manages risks to achieving this objective and the associated strategies by working with professional associations, engaging in regular discussion with the public and effective consultation with First Nations. The Ministry strives to base stewardship decisions on quality inventory and data management; operational monitoring of forest practices and the outcomes of licensee strategies; maintenance of long-term environmental monitoring studies; analyses of greenhouse gas emissions and carbon sequestrations; measuring site productivity and predicting the growth and yield resulting from specific activities.

Climate Change and Future Forest Ecosystems

The Future Forest Ecosystem Initiative launched by the Chief Forester looks at the impacts of climate change on forestry. By producing high-resolution spatial data and modeling current and future climate change scenarios, the initiative will assist in revising species selection guidelines to maximize future forest productivity and forest health.
www.for.gov.bc.ca/hts/Future_Forests/

In addition best management practices are achieved through improving gene and seed resources, growing improved seedlings, applying natural disturbance ecology principles, reforestation and other silviculture activities. Many of these activities are undertaken collaboratively using multi-stakeholder committees and inter-agency partnerships. The level of funding available largely determines the extent that forest resources can be restored or enhanced. Specific funding is allocated from the Forest Stand Management Fund, the Forest Investment Account and the Forests for Tomorrow Program.

Strategies

1) Continued to collaboratively evaluate, improve and manage the forest policy framework. In 2007/08 the Ministry initiated the planning for a climate-based seed transfer system to assist in reducing some of the negative effects, and capitalizing on some of the benefits that a changing climate will have on forest productivity. Making the transition from current transfer rules to new climate-based rules will require careful management given the range and complexity of policy and operational implications of this change. Over the next 3-5 years, an assessment of options will be undertaken under the guidance of the Forest Genetics Council of BC.

2) Adapted forest stewardship policy and practices to changing social, economic and environmental conditions. For example, in 2007/08 the Ministry initiated work on a scientific foundation for adapting the forest and management framework to foster ecosystem resilience to climate change. This is one of 30 projects underway through the Future Forest Ecosystem Initiative.

3) Applied up-to-date and accurate forest resource information and best research and analysis to inform decision makers, clients and the public. In January 2008, the Ministry released its Climate Change, Impacts & Adaptation Scenarios report, which outlines possible future climate scenarios for B.C., and describes potential impacts on forest and range resources. It includes options for and challenges to adapting to climate change, and makes recommendations for potential responses: www.for.gov.bc.ca/hfd/pubs/Docs/Tr/Tr045.htm.

4) Developed and implemented programs to restore, maintain or enhance forest resource values. In January 2008, the Future Forest Ecosystem Initiative released its Strategic Plan www.for.gov.bc.ca/hts/Future_Forests/ for the period 2007 to 2010, which describes the Initiative's direction and how it will be implemented by the Ministry in collaboration with delivery partners.

Performance Results

Performance Measure[1]	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Ratio of area reforested to area harvested or lost to fire and pest (unsalvageable losses)	0.94	0.90	0.86	0.83 Not Achieved

Data Source: The ratio uses data from the past five years (a five-year rolling average), submitted by licensees and the Ministry, to RESULTS (Reporting Silviculture Updates and Landstatus Tracking System). Data is submitted, according to legislated requirements, before June 1 each year for the previous year ending March 31. The information used to calculate the ratio (Table 1: Changes in the Not Satisfactorily Restocked Crown Land) will be posted in the fall 2008 at: www.for.gov.bc.ca/hfd/pubs/docs/mr/annual/ar_2007-08/tables/.

[1] The data methodology for this measure was updated for the *2007/08 – 2009/10 Ministry of Forests and Range Service Plan* and is used here to report on accomplishments. The retrospective data has also been updated using the new methodology. See Figure 2 in the 2007/08 Service Plan www.bcbudget.gov.bc.ca/2007/sp/pdf/ministry/for.pdf for the comparison of old versus new methodologies, which shows that the trend is consistent although the new ratio is higher. The retrospective data has been updated using the new methodology.

Discussion of Results

The ratio of area reforested to area harvested or lost to fire and pest is a high-level indicator of stewardship and restoration of forest resources and ultimately, of sustainable forest productivity. A ratio of 1.0 indicates areas being reforested are in balance with those being harvested or lost to fire and pests. A ratio of less than 1.0 reflects a trend towards increased Not Sufficiently Restocked (NSR) area with more productive area being harvested or lost to fire and pest than reforested.

The ratio combines all Crown land areas to be reforested. This includes:

- areas under licensee basic silviculture obligations, which track close to 1.0 as a steady state, indicating industry is meeting their basic silviculture obligations; and
- areas where there is no basic silviculture obligation including those resulting from unsalvageable fire and pest losses, and areas of backlog reforestation. These areas are addressed as funding is available through the Forest Investment Account and the Forests for Tomorrow program.

This indicator now uses net area harvested instead of gross area harvested. Net area (defined under the *Forest and Range Practices Act*) does not include roads and landings permanently removed from the productive land base or uncut reserves established for wildlife or visual objectives. The change was made to more accurately reflect the area being actively managed and to be consistent with the silviculture indicator used in the Ministry's State of the Forests Report. The trend shown in the old and new indicators is consistent although the new ratio is higher.

The present 2007/08 ratio is slightly lower then the forecasted ratio due to several factors:

- The NSR balance was higher at the start of 2007/08 due to increased harvesting activity in the previous fiscal. The actual harvest area for 2007/08 was slightly higher than the forecast harvest area used to develop the performance measure for the service plan. In addition, the area that is NSR from natural and plantation failures has increased.
- The actual identification of NSR area from mountain pine beetle affected areas and other impacted stands was also higher than the forecast area. The Forests for Tomorrow Program and other government programs (e.g., Forest Investment Account), are responsible for funding the subsequent treatments for this type of NSR.
- The actual planted and naturally regenerated area for 2007/08 was also higher than the forecast regenerated area used to develop the performance measure for the service plan. However, the resultant impact on the actual NSR ratio is insufficient to elevate the ratio significantly higher toward the target ratio due to the increase in plantation failure and additional identified NSR from government funded reforestation surveys.

Ministry Response

Key specific strategies planned to achieve this performance objective:

- Forecasted elevated planting programs due to the increase in harvesting noted above in 2007/08. There is an inherent lag time after logging (typically 2 to 3 years maximum in the interior of B.C.) that harvested areas are planted and then positively impacting the NSR ratio. Therefore it is anticipated that this lag will begin commencing next fiscal year.

- The Forests for Tomorrow Program will accelerate its planting programs with in the next two fiscal years on mountain pine beetle and fire impacted areas. However, new identified NSR from mountain pine beetle and wildfire will follow a similar time lag as harvesting. In addition, the Forests for Tomorrow Program is ramping up its survey program in areas affected by mountain pine beetle; therefore additional NSR may be added thus further impacting the ratio.
- Forests for Tomorrow/Forest Investment Account funding for Backlog NSR surveys will have a positive impact on the ratio.

Objective 1.3: Compliance is promoted and statutory obligations are enforced

The implementation of a compliance and enforcement regime for *Forest and Range Practices Act* and the *Wildfire Act* and a compliance and enforcement regime for pricing and revenue will protect the Province's forest and range resources and ensure British Columbians receive fair value from the use of those resources, by upholding the law.

Risks to achieving this objective are mitigated by having professional accountability for forest practices, a risk-based inspection regime, well-trained staff, effective legal counsel, and by working in partnership with other law enforcement agencies.

Strategies

1) The Compliance and Enforcement program introduced a revised compliance procedures manual to reflect forest stewardship plan results and strategies inspections under the *Forest and Range Practices Act*, new procedures for enforcement of the *Wildfire Act*, and new risk assessment processes and procedures for timber pricing inspections.
2) A revised training matrix was completed and new training courses were developed for all compliance and enforcement staff and managers.
3) Applied quality assurance principles and procedures to verify government's compliance with its own statutory obligations, and to verify Ministry compliance with its compliance and enforcement policies and procedures. Quality assurance programs were active in all three regions, and additional reviews were completed by some districts. A provincial quality assurance program was initiated at Branch level and various audits were performed by outside agencies used for programs' continuous improvement.
4) The principle of continuous improvement was applied on an ongoing basis with new compliance procedures completed, and training and job descriptions updated. All compliance and enforcement policies were reviewed and updated in 2007/08.

5) Balanced compliance and enforcement requirements among forest practices, revenue/pricing and forest stewardship plan results and strategies based on established priorities and risks. In 2007/08, pricing risk assessment was developed, pricing inspection training was delivered, and all program activities included a risk assessment process. Pilot inspections were completed on some initial forest stewardship plan results and strategies.

Performance Results

Performance Measure	2001/02 Baseline[1]	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of forest and range operators' compliance with statutory requirements that regulate forest practices	90%	91%	94%	94%	94% ACHIEVED

Data Source: Ministry of Forests and Range Compliance Information Management System.

[1] The rate of compliance has consistently been greater than 90 per cent, the 2001/02 baseline, for the past nine years.

Discussion of Results

This is a measure of how well forest and range operators are complying with the statutory requirements that regulate forest practices. It is an indicator of goal achievement, rather than the objective of the Ministry in promoting and measuring compliance and enforcing obligations. This measure was selected as an indicator of the management decisions of forest and range operators and the effectiveness of the Compliance and Enforcement Program which are key to the outcome of sustainable forest resources.

Forest and range operators are all industry (major and small business) licensees. Compliance is with the *Forest Practices Code of B.C. Act*, *Forest Act*, *Wildfire Act* and the *Forest and Range Practices Act* and their associated regulations.

This indicator measures the number of inspections completed without any non-compliances that lead to a determined or prosecuted enforcement action versus the number of inspections completed. The sites inspected are assessed for environmental, social and or economic risks. In 2007/08, efficiencies in inspections were gained by redefining available sites, focusing on higher risk sites and through continued staff training. In addition, attention to quality assurance improved the consistency of inspections recorded in the Compliance Information Management System.

The baseline was set at 90 per cent in 2001/02 using existing data, which was the first year that the Compliance and Enforcement Program was restructured as an independent and integrated organization within the Ministry. The target was set slightly higher than the baseline to promote continuous improvement toward higher standards. The performance measure does not include any compliance actions that may have been initiated for incidents of alleged non-compliance where the impact or significance was deemed low.

Although Ontario tracks compliance, it is difficult to compare performance directly between B.C. and Ontario due to substantively different resource laws, policies and land ownership. Ontario tracks "the rate of compliance with resource laws", reported as 93.4 per cent in 2004/05 and targeted at 92 per cent for 2006/07.

Objective 1.4: Sustainable forest management of public forests is fostered and improved through Forest Investment Account programs

The high-level objective of the Forest Investment Account is to assist government in developing a globally recognized, sustainably managed forest industry.

Fostering sustainable forest management is pursued through all Forest Investment Account programs. Investment dollars are directed to incremental activities on public land in such areas as research and enhanced forestry. Risks associated with achieving Forest Investment Account objectives and demonstrating value-for-money are effectively mitigated through third-party administration and audit agreements, program boards and councils, technical standards and oversight provided by a multidisciplinary Forest Investment Council.

Strategies

1) Develop and implement sound business practices incorporating strong financial controls, a performance management framework, and a monitoring, audit and evaluation program.
2) The advisory body for each Forest Investment program will provide input towards determining direction and guidance for recipients of program funding.

Discussion of Results

The Ministry has required structures and processes in all programs under the Forest Investment Account to ensure efficient and effective use of government funds. In 2007/08 all five Forest Investment Account programs achieved the set strategies by having an annual planning and priority setting process, a proposal review process, financial controls and monitoring, and a reporting of performance. Having an advisory board or steering committee overseeing all Forest Investment Account programs has resulted in funding being focused at the highest priorities in each area and an ongoing process of continuous improvement. These groups were involved in program planning, management, and either direct administration or administration through an external third party organization.

Achievement of Forest Investment Account objectives and strategies is accomplished through program activities carried out by proponents under the co-ordination of the program administrator. Assessment of outcomes and outputs is captured through annual reports generated by each program, found online at the following links. The Crown Land Use Planning program reports achievements directly to the Forest Investment Council.

Land Based Investment Program: www.fialicensees.com

Forest Science Program: www.fia-fsp.ca

Forest Genetics Conservation and Management: www.fgcouncil.bc.ca/

Market Development Program: www.bcfii.ca

Goal 2: Sustainable socio-economic benefits from forest and range resources

Forest and range resources are managed for social and economic benefits for all British Columbians. These benefits include a healthy economy resulting from competitive forest and ranching industries, which in turn generate fair public revenue from the use of Crown forests. Sustainability of these benefits also relies on a sustainable, safe and innovative workforce. Balancing the benefits for the public, First Nations, communities, industry, forest workers and other stakeholders is a complex function of government. While some components of this goal are within the control of the Ministry, other aspects are subject to external influences such as international markets, trade agreements, the level of investment by forest companies, treaty negotiations with First Nations, and forest fire and pest epidemic impacts on the economies of forest-based communities.

Objective 2.1: Crown range is healthy and sustainably managed for multiple-use and supports a competitive ranching industry

In 2007/08, this objective focused on protecting Crown range and optimizing the use of Crown range resources through administration of rights through the *Range Act* and the *Land Act*, and the management of rights under the *Forest and Range Practices Act*.

In 2007/08, the Range Program initiated the development of a strategic plan that will guide its activities and priorities over the next five years. Ecosystem restoration planning and treatments were expanded from two to nine districts. Although funding under the Natural Range Program of the Mountain Pine Beetle Action Plan ends this year, it has helped to mitigate the impacts of the loss of natural range barriers and maintain fences impacted by timber and/or salvage harvesting. However, additional resources and efforts are required to continue mitigating the impacts of mountain pine beetle.

Challenges of the range program included ever-increasing stakeholder and public pressures on range resources for multiple uses, and the downturn in the ranching industry.

Strategies

1) To evaluate rangeland health and effectiveness of range management practices the program continued to audit and monitor range practices, and worked in close collaboration with the Forest and Range Evaluation Program.
2) Seven additional districts initiated ecosystem planning and treatments to restore rangeland ecosystems degraded by forest ingrowth, and forest encroachment.
3) To rehabilitate ecosystems that are degraded by invasive plants, the program continued the containment of priority invasive plant species to reduce further spread, and to reduce the area under infestation using biological control insects, and chemical and mechanical treatments.
4) The program continued to increase awareness and education on proper range management practices by delivering four rangeland management schools through a collaborative initiative that involved BC Cattlemen's Association, the Ministry of Agriculture and Lands, Thompson Rivers University, Prairie Farm Rehabilitation Administration, and Ducks Unlimited.
5) The range program continued the allocation, administration and management of range use, including grazing leases previously held by Land and Water BC Inc.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of available Crown range under a form of agreement	93%	94%	94%	94% ACHIEVED

Data Source: Forest District Offices.

Discussion of Results

Per cent of available Crown range under a form of agreement measures the effectiveness of the Ministry's allocation and administration of range available for grazing or hay cutting and is based upon possible and actual range agreement areas.

The measure assesses the efficiency of the range program in allocating Crown range with the ultimate outcome of maximizing economic benefits from Crown range by supporting a multiple-use and a competitive ranching industry.

In 2007/08, the range program allocated 94 per cent of available Crown range. This target was achieved despite numerous challenges in First Nations' consultations, and the vacancy allocation process.

Objective 2.2: Conditions that foster a competitive forest industry

A competitive business climate that attracts capital investment and allows the forest sector to maintain and expand its role as the province's leading goods export industry is critical to the well being of communities and provincial revenue.

The Ministry of Forests and Range, as the manager and regulator of the provincial Crown forest, can have an impact on the competitiveness of the forest industry. In addition to the role of land owner and regulator, many government policies (federal, provincial and municipal), such as building and maintaining a strong infrastructure, providing competitive tax regimes, world-leading environmental regulation and excellent education and training, all influence the forest sector's ability to grow and compete internationally.

International Exchange

In fall 2007, senior Ministry staff participated in 'Megaflorestais', an annual international meeting of heads of large forest agencies, held in St. Petersburg and gave presentations on tenure systems at meetings on forest policy at the Continuous Forest Education Institute in Pushkino (near Moscow) with support from the World Bank funded Sustainable Forestry Pilot Project.

The Russian Federal Forest Agency visited British Columbia in December 2007 to learn about the ministry's forest tenure and pricing systems, compliance and enforcement, log exports, forest management and timber auctions. While in B.C. they visited the Forestry Innovation Investment offices, the University of British Columbia, FPInnovations and a logging site, the Arrow Boundary and Kootenay lake district offices, South East fire centre and a sawmill in the Kootenays.

Strategies

Three areas in which the Ministry can assist in providing conditions that foster a competitive forest sector are: regulation, market access and encouraging innovation.

1) The Ministry has been diligent in ensuring new regulations, policies and their implementation do not unnecessarily reduce competitiveness.
2) The Ministry worked with the federal government to make sure that the operation of the 2006 Softwood Lumber Agreement, and changes arising from further negotiations and discussions called for in the Agreement, assist in providing access to the U.S. market. The Ministry also continues to work with Forestry Innovation Investment Ltd. on market access and acceptance issues to build new markets for B.C. forest products in China and other Pacific Rim countries.

3) The Ministry worked cooperatively with other agencies and the forest industry to develop a shared vision for growth in value-added products, including encouraging a greater synergy between primary and secondary manufacturing sectors, and supporting innovation through investing in research, development and product development.

Discussion of Results

Regulation

Ministry of Forests and Range policies and actions can directly affect the cost of logs to mills, which is a major determinant in the sector's ability to compete. The implementation of market-based pricing ensures the stumpage system is responsive to market conditions and reflects the value of the resource. The movement to a results-based forest regulation has allowed for efficiencies in forest management.

A full regulatory review of programs affecting forestry improve efficiency of forest management was announced in January 2008. The 90-day review is a comprehensive process that examines legislation, regulations, policies and processes affecting the forest industry. In March 2008, forest licence holders and forest sector associations were invited to suggest changes. To date, over 540 submissions were received from the forest industry covering 26 subject areas, ranging from quick fixes to major legislative initiatives.

Market Access

Maintaining and building access to markets is key to keeping the forest sector competitive. The Ministry commissioned PricewaterhouseCoopers to study the effects of the 2006 Softwood Lumber Agreement on the remanufacturing sector.[1] The study found that most independent lumber remanufacturers benefited from the 'first mill' provision, i.e., those without tenure pay the lumber export tax on the lower value of fibre input rather than the value of final products, thus paying less tax.

The Ministry also monitors the competitiveness and market access of the forest sector. For example, one way of determining the relative competitiveness of the B.C. lumber industry is to compare average variable costs to those in competing North American jurisdictions. B.C. Interior lumber mills had the lowest delivered wood costs (Harvest and Stumpage) and average variable costs in North America in 2007. However, B.C. coastal lumber mills had much higher costs compared with other North American regions (See Figure 3, following). The Ministry is reviewing approaches to comparing annual delivered wood costs to periodically assess the effectiveness of its policies.

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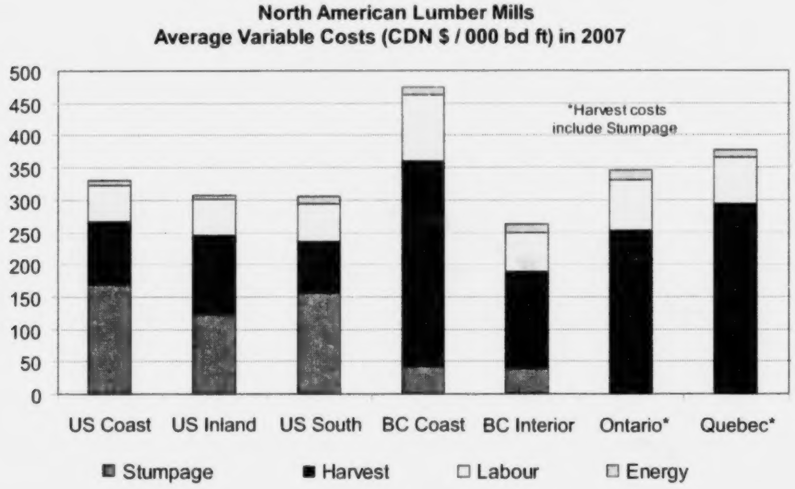
[1] PricewaterhouseCoopers' report can be found at: www.for.gov.bc.ca/het/Softwood/Lumber%20Reman%20Final%20Report%20Sept%2028%202007%20with%20cover.pdf

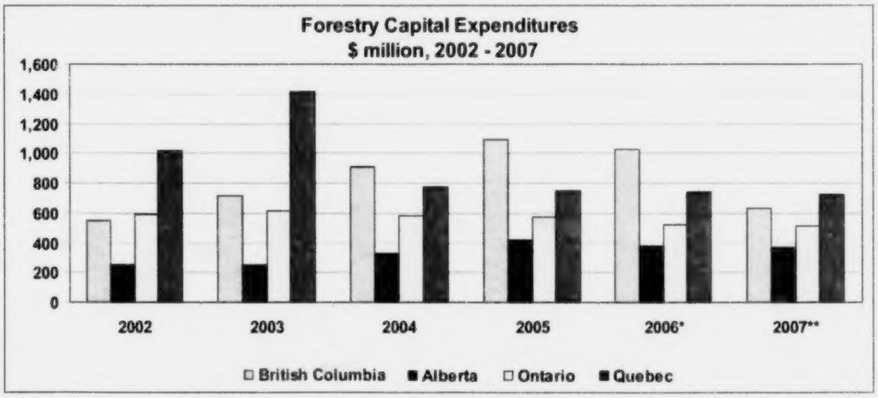
Figure 3: Average Variable Costs Comparison, 2007



Source: RISI; one of the leading information providers for the global forest products industry. The data do not include lumber export charge paid on Canadian exports to the U.S. Refer to their publications/analyst reports/data at: www.risiinfo.com/.

Industry can increase its competitiveness through capital investment in construction, machinery and equipment. Total forest industry investment declined 39 per cent in B.C. in 2007 as companies did not generate the profits to fund investment (see Figure 4, below). The figure shows the cyclical nature of investment across Canada. Quebec experienced strong investment in 2003 and 2004 due to major investments in pulp and paper. B.C. lumber companies invested heavily between 2003 and 2006 in order to bring down their costs of production so they are the lowest in North America. Now as the mountain pine beetle epidemic is peaking and markets are weak, their investment levels are falling. In contrast, in Alberta, Ontario and Quebec, investment has declined only slightly in recent years.

Figure 4: B.C. Forestry Capital Expenditures in Comparison to Alberta, Ontario and Quebec



* Preliminary Actual   ** Revised intentions   *** Intentions

Source: Statistics Canada.

Innovation

While difficult to measure, innovation is key to long-term competitiveness. Innovative thinking is encouraged across all Ministry business areas in order to find new efficient ways to deliver our programs, provide services to clients, and address future trends in climate change.

The new Coastal Forest Action Plan focuses on changes needed to enable the sector to respond to emerging trends. Highlights include encouraging innovation through science and technology, more efficient timber marking, improving land use certainty, moving to harvesting second-growth forests, improving First Nations' policies and encouraging harvest of deciduous tree species. View the Plan at: www.for.gov.bc.ca/mof/CoastalPlan/cap07.pdf

Objective 2.3: Fair market value for the use of public forest and range resources

The Ministry has a legislative responsibility to assert the financial interests of the Government in its forest and range resources in a systematic and equitable manner. The Ministry continually reviews and modifies revenue policies and procedures to ensure that fair value is received.

Strategies

1) The Coast market based pricing system equations were fully updated on June 1, 2007.
2) The Interior market-based pricing system equations were fully updated on July 1, 2007.
3) The Interior log grade changes of July 1, 2006 are now fully implemented and continue to be monitored.
4) Changes to the timber pricing components of the 2006 Softwood Lumber Agreement were notified to the U.S. as required.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target[1]	2007/08 Actual
Crown forest and range gross revenue ($ billions)	1.154	1.181	1.066	1.088 EXCEEDED

Data Source: Ministry of Forests and Range Harvest Billing System.

[1] Revenue targets are set by the Ministry of Finance and continuously updated throughout the year; since published in the Service Plan in February 2007, the 2007/08 FY target of 1.371 was updated in January 2008 to 1.066, which the Ministry of Forests and Range exceeded.

Discussion of Results

Crown forest and range gross revenue represents the value that the public receives from the use of its forest and range resources. The total amount of revenue realized by the Ministry and collected by the Government of British Columbia during each fiscal year includes stumpage and other revenues from timber tenures, BC Timber Sales, range use and other Ministry non-forestry revenues. The Softwood Lumber Agreement came into effect October 12, 2006 and gross revenue forecasts from this date forward include the "Softwood Lumber Border Tax."

During 2007/08, the actual Crown forest and range revenues were below the target due to an unprecedented decline in the U.S. housing market. This reduced housing demand resulted in significantly lower prices for lumber and other forest products. With the continuing strength of the Canadian dollar and the impacts of the mountain pine beetle infestation in the Interior, stumpage revenue declined considerably during the year. Even though the 2007/08 revenue was down from the original target expectations for the year, it remains within the range of the Ministry's historical revenue performance benchmark range of $987 million to $1.3 billion (from 2001/02 to present). This difficult market cycle is expected to continue through 2008/09.

Table 2: 2007/08 Revenue (Unaudited) by Category and Forest Region

REVENUE CATEGORIES	COAST	N. INTERIOR	S. INTERIOR	VICTORIA	TOTALS
	Revenue (thousands of dollars)				
TIMBER TENURES STUMPAGE	$162,976	$119,861	$169,654	$18,920	$471,411
HARVESTING RENTS & FEES	6,479	9,596	9,122	(7,381)	17,816
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0	0	0	(3,255)	(3,255)
EXPORT	1,239	310	134	87	1,770
RANGE	2	352	1,419	0	1,773
WASTE	2,547	318	422	0	3,287
PENALTIES	2	57	8	0	67
INTEREST	383	1,004	554	270	2,211
MISCELLANEOUS	872	309	393	(14)	1,560
SLA EXPORT BORDER TAX	0	0	0	328,584	328,584
FOREST PRACTICES CODE - SILVICULTURE	0	0	(1)	(16)	(17)
B. C. TIMBER SALES	69,344	71,396	100,137	7,763	248,640
RESIDENTIAL TENANCY ACT FEES & LICENCES	0	0	0	1,075	1,075
B. C. HOUSING ENDOWMENT FUND	0	0	0	11,428	11,428
OTHER REVENUE (NON-FORESTRY)	27	10	3	1,378	1,418
TOTALS	**$243,871**	**$203,213**	**$281,845**	**$358,839**	**$1,087,768**

In the *2008/09–2010/11 Ministry Service Plan*, this performance measure is considered an indicator of the extent to which the Ministry achieves its second goal: sustainable socio-economic benefits from forest and range resources. After this annual report, Crown forest and range gross revenue will be reported against the goal instead of the more specific objective of fair market value for the use of public forest and range resources.

Ministry Response

The Ministry will continue to work closely with the Ministry of Finance when preparing revenue forecasts. As the 2007/08 year progressed, the Ministry of Forests and Range completed several revised forecasts which ensured that all aspects of the changing key revenue drivers (i.e., lumber and forest products markets; Canadian and U.S. currency fluctuations; and other factors impacting stumpage revenues, such as the mountain pine beetle infestation) were continually monitored and incorporated into the revenue revisions. These revised revenue forecasts reflected the market volatility.

Objective 2.4: Use of allowable annual cut is optimized through effective tenuring

Forest tenures are used to allocate, manage and monitor forest resource opportunities to meet social, economic and other public forest policy objectives. Allowable annual cut in area-based Tree Farm Licences, Woodlot Licences and Community Forest Agreements is available directly to these license holders. For allowable annual cut apportioned in Timber Supply Areas, a fair and effective tenure system is needed to ensure that volume is made available to clients.

Allowable annual cut in Timber Supply Areas and Tree Farm Licences accounts for the majority of the provincial allowable annual cut. BC Timber Sales is accountable for and tracks the issuing of tenure agreements for the allowable annual cut apportioned to their program (see the BC Timber Sales indicator on page 46).

Achieving this objective may be impacted by delays in concluding First Nations consultation processes. The Ministry addresses this risk throughout the First Nations Forest Strategy, which has an objective to increase First Nations' participation in the forest sector, and includes negotiation of Forest and Range Opportunities which document an agreed-upon process for consultation and accommodation on forest management decisions.

Strategies

1) Continued to implement the *Forestry Revitalization Act* including timber reallocation.
2) Effectively issued and administered an increased number of licences to address key initiatives such as harvesting of mountain pine beetle and other damaged timber, timber reallocation to First Nations, Woodlot Licences, Community Forestry Agreements and BC Timber Sales programs, and the transferring of harvest rights. Specifically, in 2007/08 the Ministry:
   - entered into more than 32 direct award licences with First Nations totalling over 950,000m^3/year;
   - invited seven communities to apply for a probationary community forest agreement totalling 131,500m^3/year;

- — issued 10 new probationary community forest agreements for 258,000m^3/yr; and replaced two probationary community forest agreements with long term agreements totalling 28,844m^3/yr;
- — issued over 900,000m^3 of small scale salvage volume under Forestry Licence to Cuts, and 17 Intermediate Scale Salvage Licences.

3) Continued to incorporate continuous improvement principles to ensure tenure administration is as streamlined as possible.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target[3]	2007/08 Actual
Per cent of Timber Supply Area and Tree Farm Licence allowable annual cut under a form of tenure[1]	N/A[2]	N/A	90%	90% ACHIEVED

Data Source: Regions and Districts.

[1] This measure excludes Woodlot Licences, Community Forest Agreements and BC Timber Sales. The measure is taken as at March 31 annually as the annual allowable cut is subject to change at the discretion of the Chief Forester.

[2] This measure was revised in 2007/08 when Tree Farm Licences were included to reflect the uncommitted allowable annual cut within Tree Farm Licences that has resulted from timber volume reallocation and that will be redistributed to First Nations and other new small tenures.

[3] The target published for this measure in the *2007/08 – 2010/11 Service Plan* was 80 per cent. Shortly after publication, the target was revised to 90 per cent reflecting that uncommitted volumes became available for disposition faster than expected — from mountain pine beetle allowable annual cut uplifts in the Southern and Northern Interior Forest Regions and from timber reallocation in the Coast Forest Region.

Discussion of Results

This indicator is intended to report on the diligence of the Crown in optimizing provincial allowable annual cut under a form of a tenure agreement to make it available for harvesting. It includes allowable annual cut apportioned under Timber Supply Areas and allowable annual cut from Tree Farm Licences, but does not include allowable annual cut from Woodlot Licences, Community Forest Agreements or the BC Timber Sales Program.

The Ministry is monitoring and managing potential delays in reallocating the volume taken back from forest licensees under the *Forestry Revitalization Act* and from the increase in workload needed to administer tenures for the additional volume approved for cutting as part of the mountain pine beetle salvage operations.

Objective 2.5: Long term economic stability is encouraged for communities affected by the mountain pine beetle epidemic

This objective reflects the Ministry's intent to recover the greatest value from dead stands impacted by mountain pine beetle through ensuring that market access and manufacturing problems are not the limiting factor to a successful long-term salvage program, and to encourage long-term economic sustainability for affected communities.

This objective is supported by the development and implementation of strategic regional socio-economic adjustment plans for forest-dependent communities within mountain pine beetle affected areas. Implementation of this objective is achieved through the co-ordinated efforts of the Ministry of Forests and Range and other ministries guided by community diversification and stability actions under the Mountain Pine Beetle Action Plan.

Strategies

1) Investigated immediate manufacturing problems to improve the profitability of the dead dry wood.
2) In 2007/08 new products and markets for the beetle-impacted wood were developed through Forestry Innovation Investment Ltd., including new product and applications of mountain pine beetle wood such as enhanced termite resistance for borate-treated lumber, development of hardened flooring, coating of hot oil-treated siding using mountain pine beetle impacted Lodgepole pine, development of mountain pine beetle wood composites, and manufacturing and testing of glulams made from mountain pine beetle laminating stock.
3) Socio-economic adjustment planning proceeded, including exploring possibilities for economic diversification, economic pre-feasibility analysis on opportunities, investment recruitment, business retention, community marketing and general economic research.

Forestry Innovation Investment

Forestry Innovation Investment has a lead role in the B.C. government's Mountain Pine Beetle Action Plan with responsibilities for supporting market research, market development, product development, technical and manufacturing research, as well as market communications associated specifically with these topics. Further information can be found at: www.forestry-innovation.bc.ca/.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target[2]	2007/08 Actual
Per cent of mountain pine beetle impacted communities covered by a mountain pine beetle socio-economic adjustment plan	N/A	N/A[1]	15%	15% Achieved

Data Source: Ministry of Forests and Range, Mountain Pine Beetle Emergency Response Division.

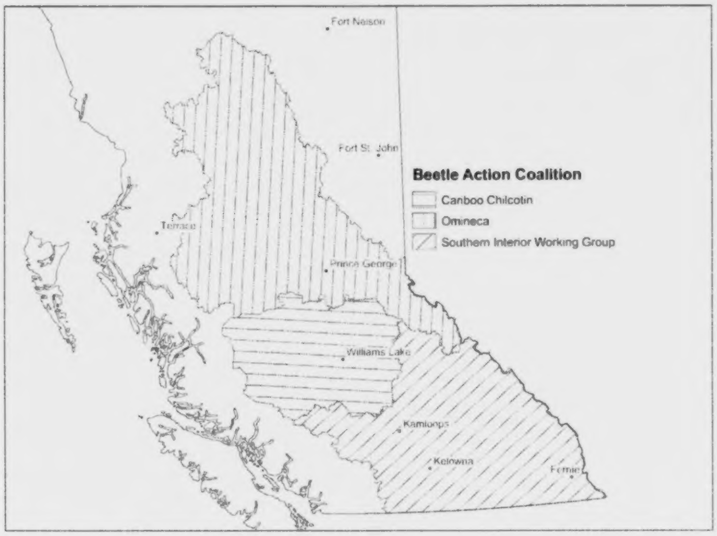
[1] New measure in 2007/08; funding was first provided to local governments' Beetle Action Coalitions in 2005/06.

[2] Targets are set such that each of the three Beetle Action Coalitions will report to government over a three year period. The targets set in 2006/07 for the first of three years of plan development were based on an initial estimate of impacted local governments' and First Nations' communities of 34 and 70, respectively, for the entire area of the province then-affected by mountain pine beetle. Each Coalition represents a percentage of the total number of communities affected.

Discussion of Results

Response to the mountain pine beetle epidemic requires a high degree of planning at all government levels. This measure assesses the extent to which necessary planning is completed at the local government level. The Ministry encourages local government planning by providing funding to local governments based on Beetle Action Coalitions' business plans, which define the proposed work required to complete their socio-economic adjustment planning. Local governments submit their completed socio-economic plans through their Beetle Action Coalition to the Province of B.C. Figure 5, below, shows the geographic areas of the three coalitions.

Figure 5: Beetle Action Coalition Geographic Areas



The 2007/08 service plan target was met as the Cariboo-Chilcotin Beetle Action Coalition (central interior), the first to incorporate in 2005/06, has completed their socio-economic adjustment plan. This plan represents a culmination of almost three years collaborative planning work and study, and presents sector and integration strategies and recommendations to government.

Omineca Beetle Action Coalition (northern interior) was the second coalition to form in 2005/06 and has submitted a new business plan, to be assessed in the first quarter of 2008/09. During 2007/08 the third coalition, the Southern Interior Beetle Action Coalition, was formed and funded based on its first business plan.

However, the number of communities impacted by mountain pine beetle has changed within those geographic areas as the epidemic spreads and local governments, through their Beetle Action Coalitions, adjust their membership. In response to the complication of changes in coalition membership, the definition of community will be changed in next year's Service Plan.

The *Local Government Act* offers the regional district structure as an accountable and flexible platform on which to support communities within such vast geographic regions. While the target percentage for 2008/09 may change due to the new methodology, the three-year 2009/10 target of 100 per cent of affected communities covered by a socio-economic adjustment plan will not change. The three coalitions are accountable to the Province for their operational structure, planning process and plans for their respective geographic areas within that timeframe.

Objective 2.6: A safe, reliable and environmentally sound forest road network which balances industrial, commercial and public use in a cost effective manner reflecting the level of use

The intent of this objective is to provide the necessary infrastructure to access timber, range, communities, recreation, and other resource values while minimizing environmental impacts. Routine activities that contribute to achieving this objective include carrying out maintenance on Forest Service roads in conformance with legislation and policies, replacing deteriorated priority non-industrial Forest Service road bridges, deactivating Forest Service roads that are no longer required, and enforcing legal obligations with respect to forest road construction, maintenance and use.

Strategies

1) Continued to develop legislation, in cooperation with the Ministry of Energy, Mines and Petroleum, Resources, Ministry of Transportation, Ministry of Agriculture and Lands, Ministry of Tourism, Sport and the Arts, the Oil and Gas Commission and Industry to consolidate road construction, road use, maintenance, deactivation and enforcement standards among all resource users and agencies. The *Resource Road Act* was developed and prepared for an April 10th submission for review by the Legislative Review Committee.
2) Continued to support and participate in BC Forest Safety Council's "On the Road Safety and Action Plan" to encourage safe drivers, safe trucks, safe resource roads and safe highways in the Forest Sector. An Assistant Deputy Ministers' safety steering committee was formed as well.
3) Continued to work towards rationalizing the provincial road network (Forest Service roads and public roads/highways) between the Ministry of Forests and Range and the Ministry of Transportation. Approximately six kilometres of Forest Service roads were transferred to Ministry of Transportation.
4) Engineering continued to balance the industrial, commercial and public use of the forest road network in a cost-effective manner reflecting the level of use — this may include deactivation and transfer to other agencies, organizations and ministries.
   The ministry capitalized all Forest Service Roads that provide access to Rural Residences and high value recreation sites and trails and important recreational areas as designated by Ministry of Tourism, Sport and the Arts. Capitalization will provide the ministry with

both capital money and money for liabilities associated with deactivation of FSRs and Non-Status Roads (NSRs) in Fiscal Year 2008/09. Road maintenance carried-out by the Ministry focuses on the non-industrial Forest Service road network providing access for communities, rural residences and public recreation sites, trails and important recreation areas managed by Ministry of Tourism, Sport and the Arts, and to protect the environment.

5) Assess and, where funding is available, incorporate the increases to the Forest Service road network resulting from timber reallocation, wildfire and mountain pine beetle. The Ministry continued to do one time maintenance and assessments for those roads which the Ministry was looking at taking responsibility for as FSRs due to timber reallocation.

6) Improve access infrastructure related in allowable annual cut uplift areas due to the mountain pine beetle infestation. To improve access infrastructure due to increased beetle-wood logging and hauling, safety-related upgrades were implemented on approximately 130 kilometres of Forest Service road and six major structures.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of non-industrial (community, recreational and general) use Forest Service road kilometres open for vehicular access[1]	100%	92%	90%	95% Exceeded

Data Source: Forest Service Districts.

[1] Industrial-use Forest Service roads are maintained by industrial users under road-use permits, and other industrial-use forest roads are maintained under road permits and special use permits. Roads assigned to BC Timber Sales are excluded.

Discussion of Results

This is a measure of the reliability of the non-industrial Forest Service road network which serves communities and recreation areas as well as rural residences and commercial operations. This non-industrial network represents approximately 11,790 kilometres, including community use (1,360 km), recreation use (3,145 km) and general use (7,285 km). Kilometres that are open for vehicular access are those that are not closed for safety or environmental reasons (includes non-industrial bridge removal or closure).

The target for this performance measure was exceeded. The 2007/08 target was 90 per cent and the actual was 95 per cent resulting in a variance of five per cent. The variance is because there were fewer roads closed this year than anticipated. This was a result of additional funding available due to a Treasury Board uplift approved mid-year and also due to minimal damage resulting from spring freshets in the Interior and the fall rains on the Coast. Also road inventories are improving through the addition of road information to the Ministry's Forest Road database.

The surface conditions on these Forest Service roads may vary because the maintenance activities depend on the type of non-industrial use. General use Forest Service roads have only a wilderness level of maintenance which provides for maintenance due to environmental or safety-related issues but does not guarantee motor vehicle access. Community-use and recreation-use Forest Service roads also have a wilderness level of maintenance, but they also have access-related surface and structural maintenance. Industrial-use Forest Service roads are maintained by industrial users under road-use permits, and other industrial-use forest roads are maintained under road permits and special use permits.

Ministry Response

Achieving this objective is largely influenced by the level of funding available to replace deteriorating bridges and undertake emergency and routine repairs. These high-cost activities are offset by the benefits of maintaining industrial and community access important to the forest economy and British Columbians. In addition, when not addressed in the short term, the costs of mitigating environmental damage and re-establishing access are higher over time. The Ministry received additional funding in 2004/05 and 2005/06 to address bridge replacement and this mitigated aspects of this risk in the immediate term. However, continued deterioration of Forest Service road non-industrial bridges over the long term will continue to impact the Ministry's performance in this area.

The capitalization of Forest Service roads that access rural residences and Ministry of Tourism, Sport and the Arts designated high priority recreation sites and trails and important recreation areas is shifting from solely an operating budget to also having capital and liability budgets. This will give the Ministry of Forests and Range the ability to deal with some of the bridge replacements and other capital road works that are outstanding on Forest Service roads which have been designated as tangible capital assets. To better capture non-industrial Forest Service Road maintenance treatment, in 2008/09, community and recreation use roads will be renamed to rural residences and recreation access roads and general use roads will be renamed to environmental maintained roads.

Objective 2.7: Increased First Nations' opportunities for: participation in the forest sector; stability on the land base; and forestry operations that respect First Nations' interests on the land base

This objective supports the Ministry's intent to provide leadership, negotiation skills, advice and guidance and overall co-ordination with respect to forest and range activities in the New Relationship with First Nations. Achieving this objective will support Government's objective to ensure Aboriginal communities share in the economic and social development of B.C. The Ministry of Forests and Range seeks to work on the following strategies in an open, transparent and collaborative approach with First Nations.

Strategies

1) Consultation with First Nations was undertaken in accordance with the Crown's legal obligations.
2) Agreements were negotiated with First Nations, in addition to those reported below.
3) Support was provided for priority treaty tables.
4) The Ministry of Aboriginal Relations and Reconciliation was supported in the further development of the New Relationship.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Total number (cumulative) of Forest and Range Agreements and Forest and Range Opportunity Agreements signed with First Nations[1]	76	110	130	120 SUBSTANTIALLY ACHIEVED

Data Source: Ministry of Forests and Range.

[1] Some agreement offers include more than one First Nation in the offer. The number of eligible First Nations to be offered agreements is 176. Although offers are made to all eligible First Nations, it is anticipated that not all offers will be accepted and agreements signed.

Discussion of Results

The Province has reached agreement with 137 First Nations from 2002 to March 2008, providing $221.4 million in revenue, and access to 33.3 million cubic metres of timber. This includes Forest and Range Agreements, Forest and Range Opportunity Agreements and 68 direct award tenures, including 40 to harvest mountain pine beetle timber.

These agreements provide a period of stability for forest and range resource development. They include the provision of economic benefits in the form of tenure and revenue sharing, and many agreements included consultative arrangements that define an agreed upon process between the Ministry and a First Nation for consulting on and addressing aboriginal interests. Offers to negotiate agreements have been made to all eligible First Nations that have expressed an interest in negotiating an agreement.

As a result of the New Relationship, the Interim Agreement on Forest and Range Opportunities (FRO) was developed to replace the original Forest and Range Agreement (FRA) and is now used on an ongoing basis. The FRO, like its predecessor, provides First Nations with an economic accommodation of their aboriginal interests and commits the Ministry to engage First Nations to develop a consultation protocol outside the agreement to clarify consultation responsibilities of the various parties.

Ministry Response

In 2007/08 the number of agreements signed fell short of the target. This shortfall is due to a number of issues that have slowed the pace of negotiations, including protracted negotiations with First Nations either on the Forest and Range Opportunity Agreement itself due to changes in the legal framework or because of the slowing forest sector economy.

Agreements signed in previous years that expire in 2008/2009 will require replacement. The Ministry will be tracking the replacement agreements internally as well as agreements other than Forest and Range Opportunity Agreements.

Objective 2.8: Market Crown timber through BC Timber Sales to establish market price and capture the value of the asset for the public

In 2006, the BC Competition Council presented to the Premier the reports from its Forest Industry Advisory Committees and made a number of recommendations to the Premier, including one regarding delivery models for BC Timber Sales. As a result, a structural review of BC Timber Sales was undertaken to determine how the organization's structure can most effectively support its mandate and to recommend any needed changes to either the BC Timber Sales structure or delivery model.

The completed structural review confirms the mandate of the BC Timber Sales organization and provides clear direction on what is required for the organization to become more effective and efficient. The recommendations acknowledge the clear expectation of the forest industry that the organization not be diverted from its intent as established in the Forestry Revitalization Plan. The review also recognizes the significant benefits from the strong relationship between BC Timber Sales and the rest of the Ministry, and that this is critical to the Ministry's collective success.

Strategies

1) Implement the recommendations of the BC Timber Sales Structural Review.
2) Achieve BC Timber Sales goals and objectives through safe and sound forest management practices.
3) Be high performing with skilled, motivated and proud people.
4) Provide a credible reference point for costs and pricing of timber harvested from public land in B.C.
5) Make available a supply of timber to the forest industry, through open and competitive timber auctions, within the parameters of strategies 2 and 4.
6) Generate net revenue for the province, within the parameters of strategies 2, 4 and 5.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of total provincial allowable annual cut auctioned by BC Timber Sales[1]	18%	18%	20%	17.5% NOT ACHIEVED

Data Source: Ministry of Forests and Range Apportionment System and BC Timber Sales Genus System.

[1] This measures the per cent of the total provincial annual timber volume available that was auctioned by BC Timber Sales during the year.

Discussion of Results

The per cent of the total timber volume available that was auctioned by BC Timber Sales during the year is a key indicator of the program's success in supporting the market based pricing system and being a credible reference point for costs and pricing, producing revenues and opportunities to purchase timber by auctioning an increasing proportion of the available provincial timber.

The per cent of Provincial Allowable Annual Cut advertised by BC Timber Sales during the year was 2.5 percentage points less than target and a half point less than the prior year. This was a direct result of BC Timber Sales advertising less timber volume than planned due to local operational challenges, declining fibre quality in beetle areas, completing cultural heritage resource assessments, and other commitments for timber volume in the Prince George Business Area that was planned for auction. The economic downturn also resulted in less demand.

Ministry Response

In 2007/08 BC Timber Sales implemented the recommendations of its Structural Review and staff continued to work hard at overcoming operational challenges to achieve all its objectives and targets. However, the impacts of the high Canadian dollar, declining fibre quality in beetle areas, and poor lumber markets combined to prevent full achievement of all volume and revenue targets for the year.

Full details of BC Timber Sales' objectives and strategies moving forward are set out in its 2008/09–2010/11 Business Plan. Full performance and results are reported in the 2007/08 BC Timber Sales Annual Service Plan Report. Both documents are available on the Ministry's website at: www.for.gov.bc.ca/bcts/ .

Goal 3: Highly effective, innovative and responsive organization

The third goal of the Ministry is to create a high-performing organization that will support the achievement of all of the Ministry's goals and objectives. This goal is achieved through innovative leadership and management, support to the organization through effective corporate governance, promotion of a diverse, innovative and productive workforce and provision of efficient management functions and client services, and innovative practices in all core businesses.

While achievement of this goal is largely in control of the Ministry of Forests' leadership, it is influenced by government staffing policies; labour relations and the pool of skilled labour available as well as the workplace challenges related to achieving the Ministry's other two goals.

Objective 3.1: Effective, innovative and responsive management and infrastructure that supports the achievement of Ministry goals and objectives

This objective helps to ensure that the Ministry becomes a more effective organization, which is strong, dynamic and adaptable, and focused on achieving its strategic goals.

Strategies

1) Update and align the Ministry's Road Ahead initiative with government's human resources plan and the Ministry's business needs in order to fully engage employees. Specifically:
   - develop a management fundamentals program to include coaching, mentoring, employee performance and other core management skills;
   - develop a Ministry recruitment and retention strategy; and
   - continue to build a learning organization by building capacity within the Ministry through education, experience, application of continuous improvement practices and by applying a percentage of the Ministry's budget to create development opportunities for staff.
2) Build corporate processes to develop policy and legislation to maximize business effectiveness.
3) Simplify and realign the performance framework to improve ownership and accountability for performance measures and targets.
4) Strategically partner with other ministries/organizations on shared/corporate issues/initiatives to allow the Forest Service to maximize the use of internal resources.
5) Develop and/or enhance the systems that will most benefit the Ministry and external clients by prioritizing the system requirements against corporate priorities to maximize the use of human and financial resources.
6) Continue to work with legal services and enhance education of staff in best practices to mitigate risk.

7) Improve corporate services support to the organization including:
   - increasing levels of financial training and implementation of key improvements to financial systems and processes to improve financial management; and
   - educating staff in best practices to create a privacy-and-information-access-conscious culture and to manage facilities, vehicles and other key assets to ensure the Ministry receives the best value for money and strategically positions the Ministry for the longer term.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Ministry of Forests and Range staff engagement level[1]	N/A	63%	>63%	67% ACHIEVED

Data Source: BC Public Service Agency Work Environment Survey.

[1] This indicator was first introduced in the *2007/08 Ministry of Forests and Range Service Plan*.

Discussion of Results

The Ministry's 2006 engagement level was 63 per cent. The BC Public Service Agency's definition of engagement is that employees are engaged when they are satisfied with their job, satisfied with their organization, and committed to the BC Public Service. The Ministry achieved the target to improve over 63 per cent with a 2007 engagement score of 67 per cent due to a concerted effort to align the service plan with our integrated people practices.

To improve the engagement level over the next three years, Ministry leaders will focus on strategies that will support and enhance the building blocks of engagement, which include: empowerment; vision; mission; goals; recognition; pay and benefits; staffing practices; stress and workload; physical environment and tools; teamwork; professional development; and respectful work environment.

Key to the evolution of a continually engaged employee population is the combination of local and corporate workforce planning. In the spirit of innovation and cost-savings the Ministry is also expanding the use of internal Ministry experts, such as facilitators and coaches, to guide the required changes and to meet challenges. Developing internal expertise increases staff engagement by transforming how they do business, and decreases dependency on and the associated costs of external consultants.

Alignment of internal resources to meet change-readiness targets frees up capacity and resources to strengthen internal programs. For example, the Succession Planning and Knowledge Transfer program which, combined with the greater integration of coaching throughout the entire organization, is greatly strengthening Ministry leadership capacity.

Report on Resources

Ministry of Forests and Range Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Protection Against Fire and Pest	124,502	43,360	167,862	179,845	(11,983)
Forest Stewardship	70,298	0	70,298	67,102	3,196
Compliance and Enforcement	28,478	0	28,478	30,908	(2,430)
Range Stewardship and Grazing	6,830	0	6,830	7,906	(1,076)
Forest Investment	121,698	0	121,698	119,111	2,587
Pricing and Selling Timber	140,482	47,513[3]	187,995	180,603	7,392
Executive and Support Services	53,592	0	53,592	51,278	2,314
BC Timber Sales	184,200	51,902	236,102	236,102	000
Contingencies		120	120	120	000
Total	**730,080**	**142,895**	**872,975**	**872,975**	**000**
Full-time Equivalents (FTEs)					
Protection Against Fire and Pest	810	0	810	875	(65)
Forest Stewardship	401	0	401	401	0
Compliance and Enforcement	292	0	292	292	0
Range Stewardship and Grazing	65	0	65	65	0
Forest Investment	62	0	62	62	0
Pricing and Selling Timber	836	0	836	836	0
Executive and Support Services	583	0	583	583	0
BC Timber Sales	649	0	649	649	0
Total	**3,698**	**0,000**	**3,698**	**3,763**	**(65)**

[1] The amounts in the Estimated column correspond to the *Estimates* as presented to the legislative assembly in February 2007.

[2] Other Authorizations include Supplementary Estimates, Statutory Appropriations and Contingencies.

Protection Against Fire and Pests — Supplementary estimates of $43.360M were approved to address increased fire activity during the 2007 season.

Pricing and Selling Timber — Contingencies approved were $11.081M for the accounting change for Forest Service Roads, $1.726M to support First Nations' New Relationship and $35.000M for Compensation required as part of the Forest Revitalization Plan implementation.

BC Timber Sales — $51.902M for increased silviculture liability, inventory write-off and road and bridge deactivation.

Contingencies — $.120M for an ex gratia payments

[3] **Pricing and Selling Timber** — Roads accounting change, First Nations and Forest Revitalization Trust.

Core Business Areas	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Protection Against Fire and Pest	5,897	0	5,897	5,768	129
Forest Stewardship	3,369	0	3,369	711	2,658
Compliance and Enforcement	1,548	0	1,548	0	1,548
Range Stewardship and Grazing	7	0	7	0	7
Forest Investment	0	0	0	70	(70)
Pricing and Selling Timber	4,179	5,921	10,100	4,081	6,019
Executive and Support Services	5,671	0	5,671	12,743	(7,072)
BC Timber Sales	801	0	801	447	354
Total	**21,472**	**5,921**	**27,393**	**23,820**	**3,573**
Other Financing Transactions ($000)					
BC Timber Sales	0,000	0,000	0,000	0,000	0,000
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	50,200	0,000	50,200	70,130	(19,930)
Pricing and Selling Timber	0,000	0,000	0,000	0,000	0,000
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	0,000	4,800	4,800	2,050	2,750
Total Disbursements	**50,200**	**4,800**	**55,000**	**72,180**	**(17,180)**

[1] Other Authorizations include Supplementary Estimates, Statutory Appropriations and Contingencies.

Pricing and Selling Timber – Approved Contingency included $5.921M in capital to make an accounting change for capitalization of Forest Service Roads.

Explanatory Comments

In 2007/08 the Ministry received access to contingencies to record the accounting change for Forest Service Roads, for First Nations payments, to increase the Forest Revitalization Account, and an ex gratia payment.

The variance in Protection against Fire and Pests reflects the increased fire activity during 2007 despite supplementary estimates of $43.360M to address this. The over-utilization of FTE's by approximately 65 FTE's was also a result of the active fire season. Other variances reflect management of expenditures between core business areas and the distribution of higher than anticipated corporate costs.

A major accounting change in 2007/08 was the capitalization of Forest Service Roads, supported by $11.081M in operating and $5.921M in capital approved from Contingency. Capitalization will ensure that upgrade and replacement of roads in the future can be amortized.

Ministry of Forests and Range Core Business Areas

The Ministry has eight core business areas, two of which are defined by unique funding sources, the BC Timber Sales Special Account and the Forest Investment Account.

Protection Against Fire and Pests — Focuses on protecting lives, forest resources and investments in the land-base from wildfire; and forest health activities in parks and protected areas, Crown land, urban areas, and other special sites; control of invasive alien plants; and pest management.

Forest Stewardship — Forest stewardship and management at provincial, regional and district levels including forest practices; timber supply planning and determination; applied research and forest gene resource management; reforestation on land under Crown responsibility; and resources inventory.

Compliance and Enforcement — Activities related to upholding British Columbia laws to protect the province's forest and range resources under the jurisdiction of the Ministry of Forests and Range. Primary activities include inspections for compliance; enforcing environmental standards for forest and range management for government and forest and range tenure holders; enforcing revenue-related legislation; combating forest crimes; and enforcing other legal obligations.

Forest Investment — Provides funding to support sustainable forest management practices, improve the public forest asset based, and promote greater returns from the utilization of public timber. Forest investments are delivered through programs administered by government or through third-party administrators. Forest Investment Account programs provide funding to a variety of recipients including tenure holders, forest sector associations, researchers, manufactures and government agencies.

Range Stewardship and Grazing — Ensuring sound environmental stewardship of the range resource, through the regulation of range practices and forage supply management including allocating, administering and managing range use and grazing leases; evaluating rangeland health and effectiveness of range practices; restoring degraded rangeland ecosystems; and promoting and fostering rangeland use management.

Pricing and Selling Timber — Activities related to timber tenure administration, timber pricing, access to markets, community diversification and stability for forest dependent communities; research and development of wood products; meeting obligations with First Nations; First Nations' participation in the forest economy; and building and maintaining forest service road and bridge infrastructure to provide access to timber.

BC Timber Sales — Focuses on providing British Columbians with benefits from the commercial use of public forests. Primary functions include developing Crown timber for auction, creating and maintaining a BC Timber Sales road and bridge infrastructure and achievement of reforestation obligations.

Executive and Support Services — Executive direction; corporate governance; strategic policy; performance management; legislation development; finance; human resources; Freedom of Information; continuous improvement; best practices initiatives; information technology strategy; and central infrastructure.

Forest Practices Board

The Forest Practices Board is an independent watchdog for sound forest practices in B.C.'s public forests. It informs both the British Columbia public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements. It also ensures that resource ministries are appropriately monitoring and enforcing forest practices legislation.

The Board audits tenure holders and government ministries for compliance with forest practices legislation; carries out special investigations and issues reports as appropriate; investigates concerns and complaints from the public; and participates in appeals to the Forest Appeals Commission. The Board's mandate is provided by the *Forest and Range Practices Act.*

While the Board operates independently from the Ministry of Forests and Range, its budget vote is the responsibility of the Ministry. Therefore, the Board's financial information is referenced in the Ministry's Service Plans and Annual Service Plan Reports. The Board continues to independently report its accomplishments and priorities through an annual report.[2]

Forest Practices Board Resource Summary Table

Forest Practices Board	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Total	3,761	0	3,761	3,759	(2)
Full-time Equivalents[1] ($000)					
Total	27	0	27	22	(5)
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Total	125	0	125	125	0

[1] Actual consumption of full-time equivalent positions was less than estimated because of vacancies and staff leave of absences.

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[2] Annual reports and other information on the Board can be found at: www.fpb.gov.bc.ca/annual.htm.

Annual Service Plan Report Appendices

Appendix A: Hyperlinks to Additional Information

Forests and Range:

Glossary of Forestry Terms in British Columbia:
www.for.gov.bc.ca/hfd/library/documents/glossary/index.htm

The legislation which is administered by the Ministry of Forests and Range can be accessed at:
www.for.gov.bc.ca/tasb/legsregs/comptoc.htm

More information on the Forest Investment Account can be accessed at:
www.for.gov.bc.ca/hcp/fia/

Wildfire Prevention:
www.bcwildfire.ca/ BC Wildfire Prevention (Ministry of Forests and Range Protection Branch)
www.bcwildfire.ca/Prevention/Property/FireSmart.htm FireSmart (Ministry of Forests and Range)

Fuel Management:
http://ground.hpr.for.gov.bc.ca/ (Ministry of Forests and Range and Union of BC Municipalities)
www.bcwildfire.ca/Prevention/fuelmanagement.htm (Ministry of Forests and Range)
www.fness.bc.ca/Mt_Pine_Beetle/beetle.htm (First Nations Emergency Services Society)

Crowns, Agencies, Boards and Commissions associated with Forests and Range:

Crowns:

Forestry Innovation Investment Ltd. and Forestry Innovation Investment Consulting (Shanghai) Company Ltd. (subsidiary):
www.bcfii.ca/

Major Commissions and Boards:

Forest Appeals Commission: www.fac.gov.bc.ca/

Forest Practices Board: www.fpb.gov.bc.ca/

Appendix B: Ministry Contact Information

For more information on the Ministry of Forests and Range, visit our website at: www.gov.bc.ca/for or contact:

Headquarters
Strategic Policy and Planning Branch
PO Box 9515 Stn Prov Govt
Victoria BC V8W 9C2
Telephone: 250 356-7900

Fire Protection Headquarters
Telephone: 250 387-5969

BC Timber Sales Headquarters
Telephone: 250 387-4683

Coast Forest Region
2100 Labieux Road
Nanaimo BC V9T 6E9
Telephone: 250 751-7001

Northern Interior Forest Region
Fifth Floor
1011 Fourth Avenue
Prince George BC V2L 3H9
Telephone: 250 565-6100

Southern Interior Forest Region
515 Columbia Street
Kamloops BC V2C 2T7
Telephone: 250 828-4131

Section B:
Office of Housing and Construction Standards

Purpose of Office

The Office of Housing and Construction Standards (the Office) brings together key areas of government devoted to improving access to safe and stable housing for all British Columbians. The Office is responsible for: provincial housing policy; building policy (including the *B.C. Building Code* and the *B.C. Fire Code*); safety policy (relating to mechanical products and systems); and the Residential Tenancy Branch. The Office continues work on three major initiatives:

- Implementation of the provincial housing strategy;
- Development of green building provisions that will support government commitments to reduce greenhouse gas emissions; and
- Modernization of regulatory systems to achieve safety in the design, construction and occupancy of buildings.

The Housing Policy Branch provides policy advice to government on ways to address housing need along the continuum from homelessness to home ownership. Working closely with the BC Housing Management Commission and other social development Ministries, special attention is paid to the most acute need found among low and moderate income British Columbians who have special housing and support needs.

Maintaining and improving public safety and reducing loss of life, injury and property damage is of paramount importance to government. The Building and Safety Policy Branch provides policy advice concerning British Columbia's building regulatory system to improve building safety in the province and to manage existing and emerging technical and building policy issues including the government's commitment to address climate change. In line with the branch's responsibility for the *B.C. Building Code* and the *B.C. Fire Code*, branch activity focuses on the development and maintenance of building regulations, as well as providing support to industry participants. The Branch provides policy and regulatory advice in the areas of electrical, gas, elevating devices, boiler and pressure vessel products and systems, ski lifts, and amusement rides. The Branch also acts as the secretariat to the B.C. Building Code Appeal Board.

Residential Tenancy Branch supports a balance between landlords and tenants with respect to their rights and responsibilities under the *Residential Tenancy Act* and the *Manufactured Home Park Tenancy Act*. The Residential Tenancy Branch provides landlords and tenants with information about their rights and responsibilities, and dispute resolution services.

Services are delivered directly by the Office or through our service delivery partners, the BC Housing Management Commission, the Homeowner Protection Office and the British Columbia Safety Authority.

Strategic Context

Most British Columbians are successfully housed in the private housing market. According to Statistics Canada, about 69 per cent of B.C.'s households own their own homes, while about 30 per cent are renters. Even with the rising cost of homeownership and renting, 85 per cent of B.C.'s households are adequately housed. New strategies have been employed to ensure all British Columbians have access to affordable, safe and adequate housing.

B.C. is enjoying a robust economy with low unemployment rates and sound economic growth. British Columbia's construction sector has been continuing its momentum from the past number of years. In fact, job creation and tax cuts have combined to solidify B.C.'s vibrant economy. Building and construction industries face pressures in order to meet the demand created by this robust economic environment. These pressures include, but are not limited to, the rising cost of building materials, shortages in skilled trade labour, and the impact of population growth on demand for housing in British Columbia.

One of the challenges of the construction boom and population growth is rising property values. This is particularly true in metropolitan areas in B.C. Due to the high cost of single family dwellings, more prospective home owners, particularly first time buyers, are shopping for multi-family dwellings, such as townhouses and condominiums. These property types tend to be more affordable than single family homes. The Canada Mortgage and Housing Corporation reports that in the Greater Vancouver area, the average sale price of all single family dwelling sales was about $750,000 in 2007 while the average sale price of all condominium style properties was about $360,000. Affordability is one reason that an increasing number of British Columbians are buying townhouses and condominiums. Developers are responding to this demand. In Greater Victoria, for instance, the bulk of homes under construction are condominium apartments, and 90 per cent of all housing starts in the Vancouver area were made up of multiple family style dwellings in 2007. Changing demographics also play a role in the demand for multi-family properties. Data from the 2006 Census reveals that there are almost as many one person households as 'couple' households in B.C., further fuelling the demand for condominium style properties. Furthermore, the introduction of innovative financing solutions has increased the number of people able to qualify for mortgages. Examples include lower down payment requirements, longer amortizations and interest-only mortgages.

Few new rental units are being built in the private market due to low return on investment and high land and construction costs. Investor purchased condominiums and secondary suites are an important source of rental accommodation. These forms of housing are especially important in areas with low vacancy rates and high rents.

B.C.'s Aboriginal population is growing more quickly than other demographic groups. Almost 70 per cent of Aboriginal people live off-reserve. Of those Aboriginal people who live off-reserve, 28.5 per cent are in core housing need, compared to 15.3 per cent of non-aboriginal households.[3]

Despite increased investment in transitional and supportive housing, homelessness continues to be a concern across B.C. Although homelessness is often viewed as an urban problem, it exists in many B.C. communities. Low vacancy rates and the limited number of affordable rental units contribute to homelessness, both visible and hidden.

Based on the 2006 Census, Statistics Canada reports that about 14.5 per cent of British Columbians were 65 years of age or older. By 2021, it is projected that 19 per cent of B.C.'s population will be seniors. Although some of this population is characterized by fixed incomes and a need for housing support, many seniors have substantial equity and other assets. This enables them to purchase additional properties, which also drives housing demand in British Columbia.

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[3] This is based on 2001 Census data from Statistics Canada. Data about core housing need for Aboriginal households is scheduled to come out in the fall of 2008.

Report on Performance

There was a transition in service planning with the 2008/09 service plans; performance measures were revised to better reflect the priorities of the Office of Housing and Construction Standards. **This year's report is based on the Service Plan developed in 2007/08, and therefore will not reflect these new measures.** Some notable changes that will be seen in next year's report include:

- Measuring the reduction in greenhouse gas emissions resulting from the new "green" provisions in the *B.C. Building Code*; and
- A new measure to focus on outcomes, moving those who are homeless toward more stable housing, will be included in next year's report.

Performance Plan Summary Table

Goal 1: Safety in the design, construction and occupancy of buildings For greater detail see pages 60 to 61	**2007/08 Target**	**2007/08 Actual**
1.1 Relevant and responsive codes, standards and regulatory systems in place		
1.2 B.C. Homeowners are protected Home warranty claims within industry norms	3% or less with claims	DATA NOT AVAILABLE
Goal 2: Housing and support services targeted to those most in need For greater detail see pages 62 to 65	**2007/08 Target**	**2007/08 Actual**
2.1 Individuals in need have access to emergency shelter or permanent housing Percentage of nights where shelters at full occupancy	50% or less	42% ACHIEVED
2.2 Housing and support services targeted to priority groups Percentage of assisted clients belonging to priority groups	86%	79% NOT ACHIEVED
Number of units/beds created or adapted for priority areas	550 adapted 841 created	674 adapted 2,437 created EXCEEDED
Goal 3: Low and moderate income households have an expanded range of housing options For greater detail see pages 65 to 67	**2007/08 Target**	**2007/08 Actual**
3.1 Low income households have access to affordable housing Number of new households assisted through rent assistance program	14,390	7,847 NOT ACHIEVED
3.2 Local governments have access to information and planning tools to achieve their goals with respect to affordable housing options in their communities Percentage of local governments in communities over 100,000 that apply affordable housing planning tools and techniques	N/A	DATA NOT AVAILABLE Performance measure EXCEEDED in 2006/07

Data Source: BC Housing.

Goal 4: Balanced landlord and tenant rights and responsibilities For greater detail see pages 68 to 69	**2007/08 Target**	**2007/08 Actual**
4.1 Landlord and tenant disputes are avoided or resolved in a timely manner Percentage of residential tenancy dispute resolution hearings scheduled to take place within 6 weeks of filing	92 %	82% NOT ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Safety in the design, construction and occupancy of buildings

Objective 1.1: Relevant and responsive codes, standards and regulatory systems in place

Strategies

Safety is achieved through the application of good building practices and appropriate codes and standards. The Modernization Strategy is continuing to review the system to achieve safety in the design, construction and occupancy of buildings. Phase I of this work culminated in the *Housing Statutes Amendment Act* which received Royal Assent on March 31st, 2007. As the Modernization Strategy proceeds, success depends on the continuing involvement of local government representatives, industry and other stakeholders.

The *B.C. Building Code* is written in an objective-based format to promote innovation in design and construction. This means builders and designers are able to utilize alternative designs and/or building materials that comply with the intent of the Code while maintaining public safety. Traditionally, health, safety and accessibility have been the primary objectives of the Code. This year, technical and policy development began in support of new "green" objectives for the Code so that it will be more relevant and responsive to emerging global sustainability needs. The first new "green" provisions announced in April 2008 include:

- Energy Efficiency Requirements for Single Family Houses and Smaller Multi-Family Residential, Commercial and Industrial Buildings;
- Energy Efficiency Requirements for High-Rise Multi-Family Residential Buildings and Larger Industrial, Commercial and Institutional Buildings; and
- Water Efficiency Requirements.

The BC Safety Authority is delegated authority to administer safety programs for electrical, gas, boiler and pressure vessel, refrigeration systems, amusement rides, elevating devices and aerial tramways under the *Safety Standards Act*. The collection and analysis of consistent and comprehensive data is important to implementing programs that will improve safety. This data is published in an annual "State of Safety" Report.

Objective 1.2: B.C. Homeowners are Protected

Strategies

The *Homeowner Protection Act* requires residential builders to be licensed and new homes be covered by mandatory third party home warranty home insurance. The province passed the *Homeowner Protection Amendment Act* in April 2007 and the new provisions became effective November 19, 2007. These changes strengthen:

- licensing requirements for residential builders;
- the criteria that must be met to build a home under the owner-builder exemption; and
- enforcement provisions, including compliance orders and penalties.

The Homeowner Protection Office (HPO) monitors the number and type of claims made under the mandatory home warranty insurance program. The relative quality of new home construction can be determined by the number of claims under the program. The relative safety can be determined by the incidence of claims relating to structural defects and water penetration. This information is important to ongoing research and education activities by the HPO to improve the quality of residential construction.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Home warranty claims within industry norms	N/A	6%	3% or less with claims	Data Not Available

Data Source: Homeowner Protection Office — This measure is part of the planning and reporting of the HPO and is not included in the Office of Housing and Construction Standards' Service Plan for 2008/09 to 2010/11.

Discussion of Results

This measure gauges the relative quality of construction through the number of warranty claims as a percentage of homes covered by mandatory warranty insurance. This information is collected by a homeowner satisfaction survey completed every second year. The next survey will be completed in 2008/09.

Goal 2: Housing and support services targeted to those most in need

Objective 2.1: Individuals in need have access to emergency shelter or permanent housing

Homelessness is a serious issue in British Columbia. There are both economic and social costs associated with homelessness. Research in British Columbia estimates that the cost of homelessness for those hardest to house is about $55,000/person per year. The greatest expenditures are in health care, criminal justice, social services and shelters.

As a first step in addressing the needs of the homeless, government provides emergency shelter bed funding to community agencies to assist individuals who are temporarily without accommodation. Funding provides for year-round beds and is enhanced during the winter months when additional beds are needed because of weather conditions.

Strategies

- New transitional and support services for the homeless;
- Outreach teams to connect the homeless with housing and services;
- Rent supplements to enable homeless people to access rental units in the private market; and
- Enhancing the capacity of homeless shelters.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of nights where shelters are at full occupancy	N/A	Baseline established	50% or less	42% ACHIEVED

Data Source: BC Housing. Baseline was established in 2006/07 service plan, and was reported as a service plan measure beginning in 2006/07.

Discussion of Results

The number of nights where shelters were at full capacity was 42 per cent in 2007/08. Shelter space should be well used (i.e., high occupancy rate over the year), but minimize instances where they are at full capacity and must turn people away.

Objective 2.2: Housing and support services targeted to priority groups.

The greatest need for housing is among low-income people who have special housing and support needs. This includes: people with mental or physical disabilities, low-income or frail seniors, the homeless or those at risk of homelessness and individuals or families who have experienced domestic violence. Government's response includes housing, and health and other social supports. Research indicates that by providing adequate, stable and affordable housing with appropriate supports to the most vulnerable, health care and other emergency services costs can be reduced.

Strategies

- Completing the devolution agreement and harmonization of federal and provincial policies for social housing;
- Continuing to build new units;
- Converting existing subsidized housing;
- Providing rent supplements for low income households for special needs;
- Continuing Phase II of the Independent Living BC program; and
- Purchasing single room occupancy hotels and converting them into supportive housing units.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of assisted clients belonging to priority groups	84%	83%	86%	79% NOT ACHIEVED
Number of units/beds created or adapted for priority areas.	N/A	500 adapted 2,472 created	550 adapted 841 created	674 adapted ACHIEVED 2,437 created EXCEEDED

Data Source: BC Housing.

Discussion of Results

As of March 31, 2008, 79 per cent of all households receiving housing assistance were within one of the identified priority groups, less than the target of 86 per cent.

The actual amount of new subsidized housing for priority groups expanded by 2,437 units in 2007/08. This reflects new units delivered through the Provincial Homelessness Initiative (PHI), Independent Living BC (ILBC) and the Aboriginal Housing Initiative (AHI), and through adapting existing housing to serve priority clients.

The actual increase in new units is not reflected in the overall percentage for two reasons. First, the total number of units was reduced as a result of a data verification process that occurred through 2007/08, primarily within the federal social housing portfolio that was transferred to the province. Some priority units were double-counted or incorrectly categorized; this resulted in a one per cent decrease in percentage of clients belonging to priority groups.

Second, the measure inappropriately includes Rental Assistance Program (RAP) and Shelter Aid for Elderly Renters (SAFER) recipients. Both RAP and SAFER will be removed from this measure in the 2009/10 Service Plan, as the performance of these programs is captured in a separate measure (number of new households assisted through rent assistance programs).

For 2007/08, the effect of including RAP in this measure increased the total universe of housing by 4,766. This factor, in combination with the data clean-up, had the effect of outweighing the percentage increase which occurred in newly constructed and adapted units devoted to priority clients. If RAP had been excluded from this measure this year, the result would have been 84 per cent.

In 2007/08, 2,437 new units were added to the existing inventory of subsidized housing. This includes 425 units and 277 rent supplements under ILBC, 1,552 units under PHI (including the purchase of Single Room Occupancy hotels), 10 units created under AHI, 103 units under the Community Partnership Initiatives (CPI) Program, and five units under the Provincial Housing Program. There were also 65 shelter beds created. These units were added in more than 50 communities across the province as a means of increasing the range of housing options available for vulnerable households.

In 2007/08, 674 existing housing units were adapted to better meet the needs of priority groups. Three hundred thirty (330) individuals with a mental illness or addictions were assisted through the Health Services Program, while 55 women with children fleeing abuse were assisted through the Priority Placement Program. Through the Seniors Supportive Housing Program, 196 units were adapted. In addition, new partnerships were established with local health authorities across the province, allowing for an additional 93 units to be targeted to individuals with specific housing and support needs. Establishing new community partnerships resulted in a greater than expected number of units being adapted.

Ministry Response

It is expected that the percentage of clients belonging to priority groups in subsidized housing will increase over time as existing units are adapted or converted and as new units reach completion.

Goal 3: Low and moderate income households have an expanded range of housing options

The private market for affordable rental housing is becoming increasingly tight, as evidenced by communities such as Greater Vancouver, Victoria and Kelowna. The Vancouver Census Metropolitan Area vacancy rate is 0.5 per cent while the equivalent rate in Greater Victoria is 0.7 per cent.[4] Kelowna faces a zero per cent vacancy rate.[5] This is due to the lack of new affordable rental housing supply, coupled with a strong economy and in-migration.

There is minimal construction and investment in affordable rental housing in the private market and those units being added tend to be in the higher rent ranges. In spite of the high levels of demand, market rent levels are below the levels required to generate a reasonable return on investment for new construction. On the other hand, investor-owned condominiums and secondary suites in new and existing homes provide opportunities for expanding the supply of available housing.

In 2006, the Province introduced the Rental Assistance Program to help improve affordability for low income working families already housed in the private rental market. This program was further enhanced in 2007/08, as the income threshold was increased from $20,000 to $28,000.

Objective 3.1: Low income households have access to affordable housing

Rent assistance programs assist families and individuals who do not have enough income to find and maintain housing in the private market.

Strategies:

- Provincial funding for Shelter Aid for Elderly Renters (SAFER), a rent assistance program targeted to low income seniors;
- Rent allowances for low income households through the Rental Assistance Program (RAP), which helps eligible families bridge the gap between what a household can afford to pay

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[4] Canada Mortgage and Housing Corporation's Rental Market Report — BC Highlights December 2007 survey.

[5] Canada Mortgage and Housing Corporation's Rental Market Report — Kelowna 2007.

and current rental costs. This program was enhanced to serve more families in 2007/08 by increasing the income ceiling from $20,000 to $28,000; and

- The Provincial Homelessness Initiative, which provides second stage or transitional housing to individuals with multiple barriers who are repeat users of shelters.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of new households assisted through rent assistance program (new units)	N/A	New Measure	14,390	7,847 NOT ACHIEVED

Discussion of Results

As of March 31, 2008, 7,847 new households were assisted through SAFER and RAP. This includes 4,224 low-income families and 3,623 senior households, which is below the target of 14,390 new households, primarily due to the lower than anticipated take-up of RAP. Over 20,370 households currently receive rental assistance.

Ministry Response

Further changes to RAP were implemented effective April 2008, to expand the eligibility criteria and assist more households. Changes include:

- An increase in the maximum income level to $35,000;
- An increase in the maximum rent ceilings, which vary according to family size and location within the province;
- An increase in the maximum benefit levels; and
- A minimum benefit amount of $50 per month or $600 a year.

Objective 3.2: Local Governments have access to information and planning tools to achieve their goals with respect to affordable housing options in their communities

Local governments are best placed to improve the affordability of market housing through innovative planning and development practices. The province promotes and improves the flow of information on best practices in this area. As part of a comprehensive educational strategy, the Office works with local governments and industry stakeholders to develop and deliver publications, workshops and advice on improving market housing affordability.

Strategies

- Provide resources, research and expertise on market housing affordability to local governments.
- Tools, guides and workshops developed in partnership with local governments, non-profit housing providers and industry to enhance affordability and increase housing options.
- Planning guides address a number of housing issues including: secondary suite programs, community planning initiatives, design guidelines, financial incentives and land use planning and zoning tools.

Working with other Ministries, the Office makes legislative and regulatory amendments that enhance housing planning tools available to local governments. For example, in 2007/08 legislation was introduced to enable local governments to waive development cost charges for affordable rental housing, small lot subdivisions, and developments with a low environmental impact.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of local government in communities over 100,000 that apply affordable housing planning tools and techniques	N/A	100%	N/A	DATA NOT AVAILABLE

Data Source: Office of Housing and Construction Standards telephone survey of Local Governments with populations greater than 100,000. Since 100% of local governments apply affordable housing planning tools and techniques, this performance measure has been discontinued.

Discussion of Results

The Office exceeded its target in 2006/07. All local governments in communities over 100,000 now apply affordable housing planning tools and techniques to help increase the availability and affordability of housing within the community. As a result, the performance measure was discontinued after the 2007/08 – 2009/10 Service Plan.

Goal 4: Balanced landlord and tenant rights and responsibilities

Objective 4.1 Landlord and tenant disputes are avoided or resolved in a timely manner

Strategies

- Improved quality of information materials.
- Quicker response to requests for information.
- Restructuring processes and procedures to reduce wait times.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of residential tenancy dispute resolution hearings scheduled to take place within 6 weeks of filing	70%	78%	92%	82% NOT ACHIEVED

Data Source: Residential Tenancy Branch internal report.

Discussion of Results

The Residential Tenancy Branch provides information to landlords and tenants on their rights and responsibilities. For those landlords and tenants involved in disputes that they are unable to solve themselves, the Residential Tenancy Branch provides quasi-judicial dispute resolution services.

Over the past two years, substantial progress has been made towards achieving the performance measure target of scheduling 92 per cent of dispute resolution hearings within six weeks of filing.

Ministry Response

The Office has taken measures in three areas to address its performance:

- Information;
- Prioritizing applications for dispute resolution; and
- Continuous improvement.

Information: Information is provided to landlords and tenants so that they can address issues without seeking government assistance. For many years, demand had exceeded the capacity of the Residential Tenancy Branch to provide timely responses. In 2007/08, internal reorganization and efficiencies reduced telephone wait times to an average of 55 minutes from 92 minutes in the previous year, even though the number of telephone and e-mail inquiries rose to 315,000, an increase of 27 per cent over the previous year. Many more questions were answered by information on the Residential Tenancy Branch improved website, which also experienced 27 per cent growth in visits in the same timeframe.

Prioritization: Working with stakeholders, the Office identified and prioritized disputes that were most critical to landlords and tenants. This resulted in applications for dispute resolution relating to:

- Early end to tenancy being heard within 1.5 weeks;
- Orders of possession being heard within 3 weeks; and
- Emergency repairs, access and return of property being heard within 3.5 weeks.

These timeframes are significantly shorter than the six week target identified in the performance measure. This is because the prioritization initiative resulted in some applications regarding monetary orders being heard, on average, seven weeks after the application was filed. Stakeholders have indicated this longer period is acceptable in the context of other expedited hearings.

Continuous improvement: The Office launched a Continuous Improvement Project, inviting front-line staff to identify and develop further procedural changes to enhance services. The first measures will be introduced in 2008/09.

Report on Resources

Resource Summary

The Office of Housing and Construction Standards' budget provides funding for housing and construction standard policy development as well as policy and operations within the Residential Tenancy Branch. Housing and construction standard programs are delivered by Crown Agencies, including BC Housing and the Homeowner Protection Office, with funding transferred from the Office of Housing and Construction Standards.

Approximately 92 per cent of the budget is transferred to BC Housing for housing assistance programs.

Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Housing[2]	339,143	0,000	339,143	329,058	(10,085)
Building Policy	1,029	0,000	1,029	1,283	254
Safety Policy	1,008	0,000	1,008	482	(526)
Residential Tenancy	6,665	0,000	6,665	6,620	(45)
Total Housing and Construction Standards	**347,845**	**0,000**	**347,845**	**337,443**	**(10,402)**
Full-time Equivalents (FTEs)					
Housing	24	0,000	24	30	(6)
Building Policy	11	0,000	11	12	(1)
Safety Policy	9	0,000	9	4	5
Residential Tenancy	80	0,000	80	66	14
Total	**124**	**0,000**	**124**	**112**	**12**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Ongoing Projects	281	0,000	281	281	0,000
Total Housing and Construction Standards	**281**	**0,000**	**281**	**281**	**0,000**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2007/08 *Estimates*. Schedule A of the 2007/08 *Estimates*, presents a detailed reconciliation.

[2] Amount includes $10 million in interest generated by the new $250 million Housing Endowment Fund (HEF). Spending in 2007/08 on HEF projects was $810,000.

Annual Service Plan Report Appendices

Appendix C: Office of Housing and Construction Standards Contact Information

Office of Housing and Construction Standards
PO Box 9844 Stn Prov Govt
Victoria BC V8W 9T2
Telephone: 250 356-6633
website: www.housing.gov.bc.ca

Residential Tenancy Branch
Telephone: Lower Mainland 604 660-1020
Victoria 250 387-1602
Rest of B.C. 1 800 665-8779
website: www.rto.gov.bc.ca

Victoria
First Floor
1019 Wharf Street
Victoria BC V8V 1X4

Lower Mainland
400 - 5021 Kingsway
Burnaby BC V5H 4A5

Kelowna
101 - 2141 Springfield Road
Kelowna BC V1Y 7X1

Ministry of
Health

2007/08
Annual Service Plan Report

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For more information on how to contact the British Columbia
Ministry of Health,
see Ministry Contact Information on Page 57 or contact:

Ministry of Health
1515 BLANSHARD STREET
VICTORIA BC
V8V 3C8

or visit our website at
www.gov.bc.ca/health/

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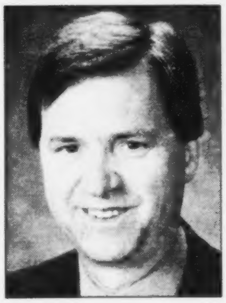

Message from the Minister and Accountability Statement

I am pleased to present the *2007/08 Annual Service Plan Report* for the Ministry of Health. This report outlines the health system's performance in delivering safe, high quality health services to British Columbians and provides information on trends and accomplishments that have occurred in the health system over the last year.

Citizen and patient focus is the key for delivering equitable, efficient, and safe health care services. Over the past year, the dedicated work of community groups, health care professionals and Ministry staff has helped patients get and stay healthy, while new investments in technology and innovations have improved the quality of care that patients can expect. This builds on our government's vision for a modern health system that supports British Columbians throughout their lives, whether they are healthy, recovering from injury or illness, managing a chronic disease or coping with the end of life. Our annual report highlights the contributions made across the health sector to improve the continuum of care.

In September 2007, we concluded the Conversation on Health, a year-long discussion that engaged people from across this province in shaping the future of health care in British Columbia. More than 12,000 ideas and suggestions received from participants through forums, phone, e-mail, website and correspondence outlined a vision of strong, publicly-funded health care that is available to all. The summary of participant input will assist government in setting the direction for improved quality, choice and accountability in the delivery of health services — a prime focus of British Columbia's Pacific Leadership Agenda.

The Ministry has continued its dedication to improved health and wellness for British Columbians. In 2007/08, we toughened anti-smoking legislation and funded increased health promotion and disease prevention campaigns as part of our commitment to government's ActNow BC program, which encourages physical activity and healthy living. To enhance the health outcomes of all British Columbians, we have supported initiatives that make health information more accessible to multi-cultural communities, including two new versions of the BC HealthGuide, published in Chinese and Punjabi.

Closing the gap in health status between First Nations and other British Columbians has also been a priority over the past year — an ongoing part of the historic agreement with the First Nations Leadership Council and the Government of Canada. We have improved First Nations' access to mental health and addictions services and treatment for chronic diseases such as Hepatitis B, and increased participation in health services delivery with new funding for First Nations nurses and medical students and in their communities.

Throughout 2007/08, the Ministry worked to develop capacity for and increase access to healthcare services across the province. New investments have enhanced the availability of cancer therapies and other chronic disease treatments, while innovative human resources programs have brought more family physicians to both rural and urban British Columbia. In addition, we have been building new health care facilities, including the expansion of existing hospitals and emergency rooms across the province to ensure that patients receive quality care.

In the past year, British Columbia has made many positive strides in the delivery of health care services and we can all be proud of our accomplishments. The continued dedication of individuals throughout the health care sector, combined with the right investments, will ensure we have a safe, high quality and sustainable health system now and in the years to come.

The Ministry of Health *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08 – 2009/10 Service Plan*. I am accountable for those results as reported.

George Abbott

Honourable George Abbott
Minister of Health

June 18, 2008

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Highlights of the Year

In 2007/08, the Ministry of Health invested a record $13 billion to meet the health needs of British Columbians. This expenditure was made across a wide spectrum of programs and services aligned with the Ministry's goals to improve health and wellness, deliver high quality patient care, and make the publicly-funded health system sustainable over the long term. Following are some of the achievements of the Ministry of Health in 2007/08.

Improving the Health and Wellness of British Columbians

- As part of government's continued commitment to close the gap in health status between First Nations and other British Columbians, the Ministry of Health has:
  - Signed the *Tripartite First Nations Health Plan*, an enabling document which supports the development of local health plans for all B.C. First Nations and recognizes the fundamental importance of community solutions and approaches.
  - Appointed Dr. Evan Adams as the first-ever Aboriginal Health Physician Advisor to provide guidance on Aboriginal health issues.
  - Provided $6.3 million towards the development of the new health centre in Lytton. The Lytton Centre, currently under construction, will support the First Nations Health Plan and government's broader Pacific Leadership Agenda.
  - Provided $500,000 in 2007/2008 to increase the number of Aboriginal communities with quality nursing care and to increase the number of Aboriginal nurses working in B.C. communities.
- Launched the *Primary Health Care Charter* to set the direction for primary health care in B.C. The Charter established seven health priorities to transform the primary health-care system. The Charter reflects the growing prevalence of chronic disease with three of the Charter's priorities centred on improving care for individuals living with chronic conditions and prevention strategies for those at risk.
- Reduced the health effects of tobacco use through new regulations under the *Tobacco Sales Act* that restrict the promotion and sale of tobacco products, as well as a ban on smoking in all indoor public spaces and workplaces.
- Provided a $6 million grant to the Canadian Mental Health Association to integrate strategies aimed at addressing the physical conditions that are accompanied by mental health conditions.

Providing High Quality, Patient Centred Care

- Reduced wait times for hip and knee surgeries through initiatives like the Centre for Surgical Innovation. Comparing to 2006/07, provincial median wait times have been reduced for hip surgeries from 13 to 11 weeks and from 20 weeks to 17 for knee replacement surgeries in 2007/08.[1]
- Invested $18.8 million for a state-of-the-art emergency department at Victoria General Hospital to benefit the growing population of southern Vancouver Island.
- Completed $32 million in renovations and upgrades at East Kootenay Regional Hospital, giving more patients access to diagnostic imaging services like ultrasounds, closer to home.
- Continued to meet our targets to deliver 5,000 net new residential care, assisted living and supportive housing units by the end of 2008. We have built 4,053 net new beds. In total, we have built 9,599 new and replacement beds and units since 2001.[2]
- Implemented streamlining procedures in the Emergency Departments at Kelowna General Hospital and opened a Fast-Track clinic at St. Paul's Hospital in Vancouver, both of which have reduced ER wait times.

A Sustainable, Affordable, Publicly Funded Health System

- Successfully concluded the year-long Conversation on Health after over 12,000 submissions, 5.7 million hits on the website and thousands more British Columbians taking part in 78 forums and meetings across the province. The largest ever public discussion on health in B.C. history recommended a number of priority areas for action to make British Columbians healthier, and improve and renew the province's health services while ensuring they are sustainable for the future.[3]
- Enhanced PharmaNet as the next step in implementing electronic health records by investing $14.2 million in the eDrug project. This upgrade will improve patient safety and reduce medication errors.
- Launched the $10 million Family Physicians for BC (FP4BC) program in June 2007. The program is designed to attract family physicians to practice in rural and urban communities of designated need through targeted funding and grants.
- Reached a long-term agreement with the British Columbia Medical Association, securing physician services through 2012.

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[1] SWIFT, Management Information Branch, Health System Planning Division, Ministry of Health, February 2008.

[2] Health Authorities and BC Housing, December 31, 2007.

[3] Conversation on Health www.bcconversationonhealth.ca/EN/conversation_on_health_process/introduction/ accessed June 17,2008.

- Opened the newly renovated areas of the BC Cancer Agency's Fraser Valley Centre, where approximately $12.5 million in funding provided new radiation therapy equipment and increased chemotherapy capacity to improve patient care.
- Opened a new state-of-the-art Intensive Care Unit at the Royal Columbian Hospital to enhance the critical care facilities at the trauma centre and major tertiary referral centre for Fraser Health.
- Invested $28 million in British Columbia's Nursing Strategy to help increase the number of practicing nurses in the province. With this latest investment, government has now provided B.C.'s Nursing Strategy with a total of $174 million since 2001 to help educate, retain and recruit the best qualified nurses for British Columbia.
- Invested $75.1 million in the expansion and distribution of medical education, including $4.2 million for postgraduate training for internationally educated physicians.
- Continued investing in infrastructure to support medical education capital investments in Kelowna to accommodate the planned UBC medical school expansion at Kelowna General Hospital, and Dawson Creek and District Hospital.
- Began a new fast-track assessment service for internationally educated nurses.
- Doubled the number of undergraduate first-year medical student spaces at the province's medical school from 128 in 2003 to 256 as of September 2007. This together with expanded postgraduate training positions from 128 in 2001 to 224 in 2007 has improved the availability of — and access to — GPs and specialists.
- Provided $30 million to the new Terry Fox Research Institute, which will be headquartered in Vancouver. The 'translational research' that will be undertaken will get the discoveries of new technology and practices into practical solutions to benefit cancer patients potentially within three to five years.

Purpose of Ministry

The Ministry of Health is responsible for British Columbia's health system, with a mandate to guide and enhance the province's health services to ensure British Columbians are supported in their efforts to maintain and improve their health. The B.C. health system is one of the province's most valued social programs as it touches all British Columbians' lives — at some point virtually every person in the province will access some level of health care or health service. Furthermore, good health is crucial to overall well-being because it allows us to enjoy our lives to the fullest, take advantage of every opportunity for work, school and play, and to participate fully in society and the economy.

The Ministry of Health has overall responsibility for ensuring quality, appropriate and timely health services are available to British Columbians. The Ministry works with six health authorities, care providers, agencies and other groups to provide access to care. The Ministry provides leadership, direction and support to service delivery partners and sets province-wide goals, standards and expectations for health service delivery by health authorities. The Ministry enacts this leadership role through the development of social policy, legislation and professional regulation, through funding decisions, negotiations and bargaining, and through its accountability framework for health authorities.

The Ministry directly manages a number of provincial programs and services. The directly managed programs include the Medical Services Plan which covers most physician services, PharmaCare which provides prescription drug insurance for British Columbians, the B.C. Vital Statistics Agency and the Emergency Health Services Commission which provides ambulance services across the province as well as operating health and information programs for British Columbians, including the BC HealthGuide and NurseLine program. For more about these programs, see www.bchealthguide.org/kbaltindex.asp.

The province's six health authorities are the main organizations responsible for local health service delivery (see Appendix A — Profile of Health Authorities). Five regional health authorities are responsible for delivering a full continuum of health services to meet the needs of the population within their respective regions. A sixth health authority, the Provincial Health Services Authority, is responsible for managing the quality, co-ordination and accessibility of province-wide health programs and services. This includes the specialized programs and services provided through the following agencies: BC Cancer Agency, BC Centre for Disease Control, BC Children's Hospital and Sunny Hill Health Centre for Children, BC Women's Hospital and Health Centre, Provincial Renal Agency, BC Transplant Society, Provincial Cardiac Services, Forensic Psychiatric Services Commission and Riverview Hospital.

The delivery of health services and the health of the population are continuously monitored and evaluated by the Ministry. These activities inform the Ministry's strategic and policy direction to ensure the delivery of health services continues to meet the needs of British Columbians.

Vision

A sustainable health system that supports people to stay healthy, and when they are sick provides high quality publicly funded health care services that meet their needs.

Values

A set of beliefs, consistent with the principles of the *Canada Health Act*, defines our organizational behaviour:

- **Citizen and patient focus** which respects the needs and diversity of all British Columbians.
- **Equity** of access and in the quality of services delivered by government.
- **Access** for all to quality health services.
- **Effectiveness** of delivery and treatment leading to appropriate outcomes.
- **Efficiency**, providing quality, effective, evidence-based services in a cost-effective way.
- **Appropriateness**, providing the right service at the right time in the right setting.
- **Safety** in the delivery of health services.
- **Sustainability** for the health system so it will meet British Columbians' needs now and in the future.

Strategic Context

Good health and a high quality of life depend on many factors, including access to quality education, meaningful employment, stable family and community environments, and healthy lifestyle choices. The Ministry of Health operates within the broader economic, social and environmental influences that impact the health of the population.

Access to high quality health services also has an impact on health status. In British Columbia, our publicly funded health system is directed by the Ministry of Health and delivered primarily by B.C.'s health authorities and health care professionals. In the past 35 years, the scope of the health system has expanded beyond traditional hospital and physician services to include comprehensive public health programs, a broad team of service providers, prescription drugs, home and community care and more. Innovative new programs, along with established programs that have been provided for decades, combine to ensure British Columbians have access to a reliable, quality health system and some of the best health outcomes in the country.

The Ministry of Health and broader health system are challenged by the increasing demand for health services in British Columbia. The most significant factors increasing demand are the province's growing and aging population, a rising burden of illness from chronic diseases, and advances in technology and pharmaceuticals that are enabling new procedures and treatments. The pressure is compounded by world-wide competition for health professionals and health workers, and the need to direct investments to maintain and improve the health system's physical infrastructure (i.e., buildings and equipment).

British Columbia also faces a challenge in ensuring that all parts of society and all populations can access health services and enjoy good health. Currently, B.C.'s Aboriginal population does not generally enjoy the same level of good health as the rest of the province's population. Government is working with First Nations, Métis and other partners to improve Aboriginal people's health and to close this gap in health status.

The Aging Population

Between 2000 and 2007, the British Columbia population grew by 8.1 per cent from 4,039,198 to 4,364,565 people, and all of this increase was in the population 45 or older. While the population under 20 decreased, and the 20 to 44 age group had very slight growth, the 45 to 64 age population increased 26.7 per cent and the seniors' population 65 or older increased 17.0 per cent, with the over-85 year old segment growing faster than any other age group, at 44 per cent.[4]

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[4] Population estimates (1986-2006) and projections (2007-2031) by BC Stats, Service BC, B.C. Ministry of Labour and Citizens' Services (PEOPLE 32).

The aging population is a significant driver of demand as the need for health services rises dramatically with age. For example, compared to a typical 65 to 74 year old, a typical person 85 years or older uses three times more acute care services, 12 times more community services and 25 times more residential care services. In 2005/06, those over 65 made up 14 per cent of the B.C. population, but used 47 per cent of acute care services, 49 per cent of PharmaCare expenditures, 71 per cent of home and community care services and 93 per cent of residential care services.[5]

British Columbia has one of the fastest growing elderly populations in Canada. It is expected that by 2022, one in five British Columbians will be over 65 years old. That is why government is focusing on preventative measures that will help our seniors live longer, healthier and more active lives.

A Rising Burden of Chronic Disease

Chronic diseases are prolonged conditions, such as diabetes, depression, hypertension, congestive heart failure, chronic obstructive pulmonary disease, arthritis and asthma, which often do not improve and are rarely cured completely. It is estimated that approximately one in three British Columbians now has at least one confirmed chronic condition. As most chronic diseases are more common in older populations, it is expected their prevalence will continue to increase as the population ages.

Chronic disease, particularly in advanced stages, creates demand for acute hospital care services. For instance in 2005/06, 44 per cent of coronary bypass surgeries, 47 per cent of dialysis, 60 per cent of lower limb amputations and 58 per cent of retinal surgeries were performed on patients with diabetes. Furthermore, while people with chronic conditions represent approximately 34 per cent of the B.C. population, these individuals consume approximately 80 per cent of the combined physician payment, PharmaCare and acute (hospital) care budgets. Overall, the increasing prevalence of chronic disease and the resulting burden of illness is a significant driver of demand for health services.[6]

Advances in Technology and Pharmaceuticals

New treatments and technologies are improving health care but also creating increased demand by expanding the number of patients who can be treated and changing how and where services can be delivered. For example, before the development of microsurgery and laser treatments, cataract removal was only recommended for people with very serious visual impairment. Now, due to changes in technology, cataract removal is recommended for a wider range of

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[5] MSP Expenditures 2005/06; Acute Care: Inpatient and Day Surgery workload weighted cases, DAD 2005/06; HCC community services by age group 2005/06, summed based on average unit costs; Residential care days 2005/06.

[6] *Primary Health Care Charter*, 2007, British Columbia www.health.gov.bc.ca/phc/pdf/phc_charter.pdf.

patients and can be done as a day procedure. Similarly, many new diagnostic procedures have been made available over recent years, and MRI, CT scans, and non-invasive cardiology tests are now common diagnostic services.

New treatments, coupled with the aging population, are driving increased demand across a number of surgical procedures, particularly angioplasties, cataracts, and hip and knee replacements. This is demonstrated by the increased numbers of these procedures — between 2001/02 and 2006/07 angioplasties increased by approximately 34 per cent, cataracts by 33 per cent, hip replacements by approximately 70 per cent and knee replacements by approximately 122 per cent,[7] while the general population only increased by 5.7 per cent and those over 65 years of age by 11 per cent.[8]

Advances in drug therapy, again along with the aging population, are increasing demand on B.C.'s PharmaCare program. Increased use of drug therapy, newer and more expensive drugs entering the market and the emergence of new diseases and new areas of pharmacology are all creating increased demand for prescription medication.

Human Resources and Health System Infrastructure

Although education and training programs for health professionals and health workers in British Columbia have been significantly expanded in recent years, ensuring the availability of human resources remains a challenge for the Ministry. As the population ages so too does the health care workforce. Looming retirements in the health workforce combined with the rising demand for services and increased national and international competition for health professionals impacts the province's ability to maintain an adequate supply and mix of health professionals and workers for British Columbia's health system.

Another challenge in delivering health services is the need to maintain and improve the health system's physical infrastructure. The Ministry is faced with the continuous need to update or expand health facilities, medical equipment and information technology to ensure the health system provides high quality and safe health care to British Columbians.

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[7] Discharge Abstract Database through Quantum Analyser 2008.

[8] Population estimates (1986–2006) and projections (2007–2037) by BC Stats, Service BC, B.C. Ministry of Labour and Citizens' Services (PEOPLE 32).

Aboriginal Health

Another key challenge for the Ministry is improving the health status of British Columbia's First Nations population. While the health status of Aboriginal people has improved significantly in several respects over the past few decades, the Aboriginal population in B.C. continues to experience poorer health and a disproportionate rate of chronic diseases and injuries compared to other B.C. residents.

In February 2007, the Provincial Health Officer released an interim update of selected health status indicators from the 2001 Report: *The Health and Well-Being of Aboriginal People in British Columbia*. The report looked at indicators such as low birth weight, infant mortality and premature death from cancers, diabetes, HIV disease and suicide, as well as deaths related to smoking, alcohol and drug use. For all measures of premature mortality examined in the report, whether during infancy or later in life, Status Indians die at earlier ages and at greater rates than other B.C. residents. This is true for the major disease and injury causes of death, and for the major risk factors of alcohol, drugs, or smoking. While the trend shows improvement for some health indicators for Status Indians, there is a persisting gap in health status between the First Nations population and the rest of the B.C. population that cannot be explained by some specific genetic risk alone.[9]

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[9] *The Health and Well-Being of Aboriginal People in British Columbia — Interim Update*, February 2007, British Columbia Office of the Provincial Health Officer, www.health.gov.bc.ca/pho/pdf/Interim_report_Final.pdf.

Report on Performance

Overall, the Ministry of Health performed well in achieving its performance targets in 2007/08. The following table provides an overview of progress in achieving the goals and objectives in the Ministry's *2007/08–2009/10 Service Plan*, assessed through a comparison of actual results with targets. Detailed reporting of these results, including historical data and results analysis, can be found in the section following the summary table.

Of the fifteen performance measures in the 2007/08 Service Plan, three are listed as pending because data are not available for 2007/08 at the time of publication. Of the remaining twelve measures, the results show that nine exceeded, achieved or substantially achieved the target and three missed the target.

The Ministry of Health is committed to transparent performance reporting in the health sector and through its Health System Planning Division is working to ensure quality data is available for management and reporting purposes. In addition to the Annual Service Plan Report, a number of other health system performance reports are currently available, including the Provincial Health Officer's Annual Report (www.healthservices.gov.bc.ca/pho/annual.html), the Health Council of Canada Annual Report (www.healthcouncilcanada.ca/en/index.php?option=com_content&task=view&id=136&Itemid=115), the *Canada Health Act* Annual Report (www.hc-sc.gc.ca/hcs-sss/medi-assur/res/ar-ra-eng.php) and the Vital Statistics Annual Report (www.vs.gov.bc.ca/stats/annual/). Further, several external agencies produce reports that assess the performance of the B.C. health sector. Example agencies include the Conference Board of Canada, Canadian Cancer Society, BC Progress Board, Heart and Stroke Foundation of Canada, and the Canadian Diabetes Association.

There was a transition in service planning with the 2008/09 service plans; performance measures were streamlined to better accord with the priorities of the Ministry. This year's report is based on the Service Plan developed in 2007/08, and therefore will not reflect these new measures.

Performance Plan Summary Table

Goal 1: Improved Health and Wellness for British Columbians For greater detail see pages 19 to 25	**2007/08 Target**	**2007/08 Actual**
1.1 Individuals are supported in their efforts to stay healthy and make healthy lifestyle choices		
Physical Activity Index (age 12+) — percentage classified as active or moderately active	Increase towards 2010 target of 69%	DATA AVAILABLE FALL 2008
1.2 Protection of the public from preventable disease, illness and injury		
Immunization Rates:		
a) Percentage of two-year-olds with up-to-date immunizations	5 percentage point increase over prior year 68%	65% NOT ACHIEVED
b) Influenza immunization for residents of care facilities	Maintain at or above 90%	92% EXCEEDED
1.3 Reduced inequality in health status across the B.C. population, particularly the Aboriginal population		
Gap in life expectancy between the Aboriginal and the rest of the B.C. population	Decrease the gap	DATA AVAILABLE FALL 2008

Goal 2: High Quality Patient Care For greater detail see pages 26 to 36	**2007/08 Target**	**2007/08 Actual**
2.1 Timely access to appropriate health services by the appropriate provider in the appropriate setting		
Waiting times for cancer treatment:		
a) Radiotherapy	Maintain at or above 90% within four weeks	97% EXCEEDED
b) Chemotherapy	90% within two weeks	90% ACHIEVED
Waiting time for surgery:		
a) Percentage of hip replacement cases completed within 26 weeks	Increase towards 90% within 26 weeks	62% ACHIEVED
b) Percentage of knee replacement cases completed within 26 weeks	Increase towards 90% within 26 weeks	56% ACHIEVED
Proportion of patients admitted from an emergency department to an inpatient bed within 10 hours of the decision to admit	Increase toward long-term target of 80%	64% NOT ACHIEVED

Goal 2: High Quality Patient Care For greater detail see pages 26 to 36	**2007/08 Target**	**2007/08 Actual**
2.2 Patient-centred care tailored to meet the specific health needs of patients and specific patient groups		
a) Percentage of patients with diabetes who undergo at least two A_{1C} tests per year	50%	DATA AVAILABLE FALL 2008
b) Percentage of natural deaths occurring in settings outside hospital (home, residential care, hospice)	>48%	49% ACHIEVED
2.3 Improved integration of health service providers, processes and systems to allow patients to move seamlessly through the system Percentage of persons hospitalized for a mental health or addictions diagnosis that receive follow-up treatment within 30 days of discharge	80%	76% NOT ACHIEVED

Goal 3: A Sustainable, Affordable, Publicly Funded Health System For greater detail see pages 37 to 43	**2007/08 Target**	**2007/08 Actual**
3.1 British Columbians provide input into the strategic direction of the province's health system	Conversation on Health	ACHIEVED
3.2 Strategic investments in information management and technology to improve patient care and system integration		
Percentage of physicians implementing electronic medical record systems	Program introduced and systems made available to physicians	SUBSTANTIALLY ACHIEVED
3.3 Optimum human resource development to ensure there are enough, and the right mix of, health professionals		
Nurse and allied health professional vacancy rates	Establish vacancy rate baseline	ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Improved Health and Wellness for British Columbians

The Ministry's first goal is to support British Columbians in their pursuit of better health and wellness. British Columbians in general are already among the healthiest people in the world, and the Ministry wants to support their healthy lifestyles while also providing support to those in the population who do not enjoy good health or are at risk of diminishing health. Many citizens are at risk from factors such as poor dietary habits, obesity, inactivity, injuries, tobacco use and alcohol and drug misuse. When individuals are healthy, they not only enjoy a higher quality of life, they also use high-cost health services less frequently, alleviating some of the pressure on the health system.

Objective 1.1: Individuals are supported in their efforts to stay healthy and make healthy lifestyle choices

The Ministry and its partners are focused on innovative health promotion and disease prevention initiatives that will keep the population healthy while mitigating some of the demand for health services. Providing British Columbians with self-care tools and resources can empower individuals and families to stay healthy and manage minor and chronic conditions safely, in collaboration with a health care professional where necessary. By keeping people healthy and out of the health care system, we win on two fronts: people have a better quality of life, and valuable resources are freed up for treating non-preventable illness.

Strategies

- Supporting and promoting government's ActNow BC program that promotes healthy lifestyles and prevents disease by providing people with the information, resources and support they need to make healthy lifestyle decisions.
- Working with the Ministry of Education under the broad Health-Promoting Schools initiative to address elementary students' physical activity levels with the ActionSchools! BC program, phasing out junk food sales, implementing the School Food and Vegetable Snack Program, and providing information on healthy lifestyles.
- Supporting healthy childhood development through programs to identify problems with hearing, vision or dental health for children before they reach Grade 1, and providing the supports and services necessary to address their needs.

- Assisting people to stay healthy across their life-span through the development of a staying healthy framework. The framework complements the illness care components of the health system; provides a system-wide approach to staying healthy; and focuses on public health renewal, population health promotion, prevention services in primary care, and self-care.
- Providing British Columbians 24 hour-a-day access to health information, advice and resources to assist their self-care and self-management by expanding the BC NurseLine and other components of the BC HealthGuide program. (See www.bchealthguide.org/kbaltindex.asp)
- Working with the federal government and other provinces to develop a pan-Canadian Public Health Strategy, which will set goals and targets for improving the health status of Canadians.

Performance Results

Performance Measure	2001 Baseline	2003 Actual	2005 Actual	2007 Target	2007 Actual
Physical activity index (12+) — percentage classified as active or moderately active	49%	58%	58%	Increase toward long-term 2010 target of 69%	DATA AVAILABLE FALL 2008

Data Source: Canadian Community Health Survey (CCHS). Data are collected every two years — 2006 data will be available in Fall 2008.

Discussion of Results

As part of the ActNow BC initiative, the Province is aiming to increase the percentage of the British Columbia population that is physically active. The target for this measure is to increase the proportion of the B.C. population classified as active to moderately active by 20 per cent — from the 2001 rate of 49 per cent to 69 per cent by 2010. Although 2007 data will not be available until Fall 2008, statistics over the past several years have shown that British Columbians are the most physically active population in Canada, with rates well above the Canadian average of 51 per cent of citizens active or moderately active.[10]

Programs such as ActionSchools! BC and Active Communities continue to expand and promote physical activity in schools and communities. In addition, in 2006/07 the Province introduced LEAP BC, a new initiative for children and caregivers. LEAP will provide resources, training and support to promote and increase physical activity, literacy, and healthy eating in settings where children in their pre-school years (0-5 years) learn and play. The program is a cross ministry effort supported by the Ministry of Health, Ministry of Children and Family Development, the Ministry of Education, and the Ministry of Tourism, Sport and the Arts.

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[10] Canadian Community Health Survey, Statistics Canada, Cycle 3.1 — 2005.

Objective 1.2: Protection of the public from preventable disease, illness and injury

The second major approach to keeping people healthy is through providing effective public health services to prevent illness and disability. The Ministry plays an important role in monitoring population health and protecting public health. Legislation and regulation of food, air and water quality lays the foundation for communities and citizens to live in healthy and safe environments. In addition, programs that target and prevent certain diseases, like influenza, also contribute to maintaining and improving the health of British Columbians and reduce health care costs.

Strategies

- Protecting health by implementing core public health programs, including immunization programs, infectious disease and injury prevention and control measures, monitoring and regulating water and environmental safety, reproductive health, food security and health emergency management.
- Continue to prepare and respond in a co-ordinated system-wide manner to major public health risks, emergencies or epidemics (e.g., West Nile virus, pandemic influenza, meningitis outbreaks, and natural or accidental emergencies). Work with other provinces and the federal government to reflect best practice implementation of the Canadian Pandemic Influenza Plan.
- Building on the excellence of the BC Centre for Disease Control in protecting British Columbians.

Performance Results

Performance Measure	2006 New Baseline	2007 Target	2007 Actual
Percentage of two-year olds with up-to-date immunizations	63%[1]	5 percentage point increase over prior year 68%	65% NOT ACHIEVED

Data Source: Public Health Information System (iPHIS), 16 January 2008, British Columbia Centre for Disease Control (BCCDC). Data are reported by calendar year, not fiscal year.

[1] These data are not comparable with the previously reported two-year immunization results from 2006. Previous 2006 rates were adjusted to 63% to reflect the inclusion of "new vaccines" (pneumococcal conjugate, meningococcal conjugate, and varicella) as the performance measure target. Although data quality is improving, data should still be interpreted with caution. Differing practices continue to exist across and within health authorities regarding delivery of immunization services and the tracking of immunization records. The BCCDC has been given the responsibility for data collection for this measure and is developing new reporting methodology to standardize and improve data quality.

Discussion of Results

One important element of effective public health is immunization, particularly for infants and the vulnerable elderly. To this end, the Ministry measures both the percentage of two-year-olds with up-to-date immunizations and the percentage of residents of care facilities who receive influenza vaccinations to protect them during flu season.

Immunization programs for children are among the most cost-effective ways to improve population health, prevent illness and reduce health care costs. British Columbia has one of the most comprehensive immunization programs in the world (in terms of the number of vaccines available and the groups targeted). Studies have shown that each dollar invested in immunization can save between $7 and $30 in medical care and other costs, depending on the vaccine.[11]

In 2007 the immunization coverage rate data was adjusted to include new vaccines (pneumococcal conjugate, meningococcal conjugate and varicella), which were not previously included in the provincial performance targets. The 2006 immunization rate was adjusted to 63 per cent, with a five percentage point increase target of 68 per cent for 2007. The 2007 data show the percentage of two-year-olds with complete immunizations has increased by two per cent to 65 per cent, however missing the Ministry's target. Additional data indicates that 85 per cent of two-year-olds have received all of their shots except the booster shot given at 18 months of age, and the new vaccines.[12]

Ministry Response

The Ministry continues to work toward a long-term target of 95 per cent of two-year-olds having complete immunizations. To guide this work, the Ministry has released *ImmunizeBC: A Strategic Framework for Immunization in B.C.* to ensure all British Columbians understand the importance of protecting themselves, their families and their communities through immunization programs. ImmunizeBC is aligned with the National Immunization Strategy, and takes a collaborative best practices approach that supports immunization programs and providers while ensuring British Columbians have the best possible protection against vaccine-preventable diseases. For more information on *ImmunizeBC*, please visit: www.health.gov.bc.ca/library/publications/year/2007/immunizebc.pdf.

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[11] Provincial Health officers Annual report (1998).

[12] Public Health Information Systems (iPHIS), 16 January 2008, British Columbia Centre for Disease Control.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of care facility residents with influenza immunization	92%	93%	Maintain at or above 90%	92% EXCEEDED

Data Source: Data are submitted by health authorities (Annual Influenza Immunization Program Survey) and compiled by Epidemiology Services, BC Centre for Disease Control.

Discussion of Results

This indicator measures the percentage of care facility residents immunized for influenza in a given influenza season (October to February). Due to age, medical condition and their group living situation, this population is particularly vulnerable to influenza. Increasing influenza immunization not only protects the overall health of the residential care facility population, it can also reduce the number of deaths, hospitalizations and physician visits attributable to this common and largely preventable illness.

Ministry Response

Data for 2007/08 show the rates for influenza immunization for residents of care facilities at 92 per cent, continuing to meet the target rate of maintaining at or above 90 per cent. This excellent rate of immunization plays an important role in keeping at-risk seniors in residential care facilities healthy and safe from potentially life-threatening influenza outbreaks. A strong influenza immunization program contributes to the health and well-being of British Columbia's seniors population and helps alleviate demand on the province's hospitals and emergency departments as fewer residents need to be transferred from facilities to receive higher levels of care in hospital.

Objective 1.3: Reduced inequality in health status across the B.C. population, with a particular focus on improved health status for the Aboriginal population

As part of promoting and protecting health, the Ministry and its partners are focusing on reducing inequities in health status across the B.C. population. As a group, Aboriginal British Columbians do not enjoy the same health status as the rest of the province's population. This gap in health status is unacceptable and unsustainable. In June 2007, the Premier, First Nations leaders and federal government signed the *Tripartite First Nations Health Plan* in order to create fundamental change for the improvement of the health status of First Nations peoples in B.C. The Tripartite Plan recognizes that First Nations must be partners in the design and delivery of health initiatives to benefit them and their communities to ensure their success in closing the health gaps. The Ministry is collaborating with its partners to move forward on action items in the Tripartite Plan. The Tripartite Plan acknowledges that in order to be successful in closing the gap in health status other determinants such as education, housing, employment and economic opportunities must also be addressed.

Strategies

- Enable First Nations to take a leadership role in improving their health status and in providing input into health planning and health service delivery, as well as in reviewing health outcomes for First Nations people.
- Work with federal and First Nations partners to design a health promotion and injury and disease prevention strategy for First Nations.
- Provide First Nations with improved access to quality, culturally appropriate health services with the guidance of the Province's first Aboriginal Health Physician Advisor.
- Improve the collection of First Nations health status and health service information (data) and use it to improve health services and monitor and report on the health status of First Nations in British Columbia.

Performance Results

Performance Measure	Baseline	2006708 Target	Long-Term Target (2015)	2007/08 Actual
Gap in life expectancy between the Aboriginal and the rest of the B.C. population*	7 years difference in life expectancy between the Aboriginal and the rest of the B.C. population	Decrease the gap	Close the gap to less than 3 years difference	DATA AVAILABLE FALL 2008

* The subset of Aboriginal people who are Status Indian is used as a proxy measure for the total Aboriginal population as Status Indians are the only Aboriginal people who can be identified in Vital Statistics databases at this time. Currently a Status Indian born between 2001 and 2005 can expect to live nearly 75 years, while other residents can expect to live 82 years.

Discussion of Results

Aboriginal life expectancy has been improving in recent years, but there is still a significant gap between the Aboriginal population and other B.C. residents. The Tripartite Plan identifies a number of performance indicators that will be used to measure the effectiveness of programs in closing the health gap between First Nations and other British Columbians. The Provincial Health Officer will issue an Aboriginal health status report, including indicators from the *Tripartite First Nations Health Plan,* in Fall 2008.

Actions to support improvement in First Nations health indicators include:

Aboriginal ActNow

The Ministry of Health has provided a grant to the National Collaborating Centre for Aboriginal Health to develop an Aboriginal-specific ActNow component. This funding is being used to develop evidence papers, create an evaluation framework for the Aboriginal-specific ActNow component, and to increase the capacity of Aboriginal communities to create and sustain health promoting policies, environments, programs and services.

Honour Your Health Challenge

The Honour Your Health Challenge is a province-wide healthy lifestyles challenge that encourages individuals, groups and communities to live active, healthy and strong lifestyles, free from tobacco misuse. The Honour Your Health Challenge Vancouver Sun Run In Training program improves the health and fitness of participating community members by implementing a comprehensive walk/run strategy. The response to this program has been phenomenal: participation quadrupled in 2008 over the previous year.

Northern Health Pilot Project

A Northern Health Authority pilot is being implemented in collaboration with Health Canada and First Nations service providers to develop an integrated approach to Chronic Disease Prevention and Management focused on diabetes in certain communities, using an Aboriginal Health Collaborative process. Successes include significant gains in access to services and improved patient outcomes. Seven First Nations communities are involved to date, primarily with diabetes and prevention.

Lytton Health Centre

The Lytton Health Centre is scheduled to open this fall. The facility will include acute care and community health services as well as six assisted living units, and will better meet the health needs of residents in the Lytton area, including many seniors and Aboriginal communities.

As part of government's continued commitment to close the gap in health status between First Nations and other British Columbians, the Ministry of Health has appointed Dr. Evan Adams as the first-ever Aboriginal Health Physician Advisor to provide guidance on Aboriginal health issues.

Goal 2: High Quality Patient Care

The vast majority of resources in the health system are directed at providing high quality patient care. High quality care means patients receive appropriate, effective, quality care at the right time in the right setting. It also means that health services are planned, managed and delivered in concert with patient needs.

Objective 2.1: Timely access to appropriate health services by the appropriate provider in the appropriate setting

All British Columbians should be able to access appropriate health services when they need them, be that for a visit to a family doctor, prescription drug therapy, emergency treatment, elective surgery or ongoing care. The Ministry has been working diligently to ensure hospitals, community services and health professionals are used in the most efficient and effective way possible so that people get the right type of care in the right type of setting that will lead to the best health outcome.

Strategies

- Increasing the range of supportive living environments and community care options, across the spectrum from home care to residential facility care, for elderly and disabled individuals so they can remain as independent as possible in their own homes and communities while also having the full support of residential care if their health conditions require the highest level of care. Part of this strategy is completing the commitment to build 5,000 net new residential care, assisted living and supportive housing beds by December 2008.
- Reducing wait times in key surgical and medical areas, including cardiac treatment, diagnostic imaging, joint replacements, cancer services and sight restoration.
- Addressing emergency department congestion and improving the effectiveness and efficiency of emergency departments through initiatives both within and outside hospitals.
- Expanding primary care capacity and services delivered by doctors, nurse practitioners, pharmacists and other key professionals to provide effective first point of contact care and help keep people with chronic diseases as healthy as possible.

- Providing British Columbians access to evidence-based prescription drug therapy through the PharmaCare program and continuing to serve as the provincial/territorial lead for the National Pharmaceuticals Strategy. Pharmaceutical Services supports optimal drug therapy through patient and prescriber education to improve health outcomes for B.C. residents

The Ministry is tracking a number of access indicators aligned with its key strategies, including access to cancer treatment, hip and knee replacement surgeries, and access to hospital services through the emergency department. Descriptions of the measures in each of these areas are provided below.

Performance Results

Performance Measures	Benchmark*	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of patients who receive radiotherapy within four weeks	90%	96%	90%	97% EXCEEDED
Percentage of patients who receive chemotherapy within two weeks	90%	90%	90%	90% ACHIEVED

Data Sources: Radiotherapy: Provincial Radiation Therapy Program, April 2008, BC Cancer Agency (BCCA). Data for this measure is from the BCCA scheduling system. Not all patients are captured because the most urgent patients never show up on the scheduling system as they receive treatment immediately. Chemotherapy: Provincial Systemic Therapy Program & Communities Oncology Network, April 2008, BCCA. Data involves all existing BCCA centres and does not include all hospitals in B.C.

* The radiotherapy benchmark is from the National 10-year Plan to Strengthen Health Care, September 2004. National benchmarks are not in place for chemotherapy; the Ministry has adopted the chemotherapy benchmark based on BC Cancer Agency best-practice treatment protocols.

Discussion of Results

Radiation therapy and chemotherapy are principal treatments in cancer care and ensuring treatment is available and provided in a timely manner is key to achieving the best possible health outcomes. The 2007/08 performance results indicate that British Columbians continue to have excellent access to radiotherapy and chemotherapy. In 2000/01, 72 per cent of patients received radiotherapy within four weeks. In 2007/08, that rate increased to 97 per cent which exceeds the Province's established access target of 90 per cent, in accordance with the First Minister's Meeting benchmark. For chemotherapy, 90 per cent of patients received treatment within two weeks of being ready to treat, which matches the provincial target and is up from 85 per cent in 2005/06. These results are especially encouraging because the demand for radiotherapy and chemotherapy is growing as the B.C. population ages and the prevalence and incidence of cancer increases.[13]

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[13] BC Cancer Agency — Care & Research. May 2006. Projections 2006 – 2020 British Columbia.

Overall, British Columbians are well served by the BC Cancer Agency and continue to enjoy excellent cancer outcomes with the lowest cancer mortality rates in Canada.[14] According to the provincial ambulatory oncology survey March 2007, 97.1 per cent of patients receiving outpatient radiotherapy and/or chemotherapy rated their treatment as either good, very good or excellent. British Columbians were also generally pleased with their level of access to these services when compared to patients in other provinces.[15]

In the summer of 2008, a fifth regional cancer centre will open in Abbotsford, increasing capacity for these services in the Lower Mainland and the planning of a sixth centre in Prince George is underway for 2012, improving access for those in northern B.C.

Ministry Response

Timely and appropriate access to cancer services is essential to patient outcomes. By achieving and exceeding access targets set for cancer services, British Columbia will continue to have among the best cancer outcomes in the world.

As one of five wait-times priority areas identified by the First Minister's Meeting in 2004, the Ministry will need to continue to meet its First Minister's Meeting commitments with a focus on improving access for radiotherapy. Over the course of the next five years, access to cancer services should improve further with the opening of two new full service regional cancer centres: one in Abbotsford — improving access for those in the eastern Fraser Valley and one in Prince George — improving access for those in the north.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Waiting time for surgery:				
Percentage of hip replacement cases completed within 26 weeks	52% completed within 26 weeks	52% completed within 26 weeks	Increase toward 90% within 26 weeks	62% completed within 26 weeks ACHIEVED
Percentage of knee replacement cases completed within 26 weeks	47% completed within 26 weeks	49% completed within 26 weeks	Increase toward 90% within 26 weeks	56% completed within 26 weeks ACHIEVED

Data Source: SWIFT, Management Information Branch, Health System Planning Division, Ministry of Health.

Note: SWIFT data snapshot: 2005/06 to 2006/07 — on March 31 of each fiscal year; 2007/08 — up to February 29, 2008. Between 2005/06 and 2007/08, volumes of cases waiting are relatively constant.

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[14] B.C. Ministry of Health, 2006. Outpatient Cancer Care Experiences — Executive Summary. B.C. Ministry of Health. Victoria, British Columbia.

[15] B.C. Ministry of Health, 2006. Outpatient Cancer Care Experiences — Executive Summary. B.C. Ministry of Health. Victoria, British Columbia.

Discussion of Results

While the demand for joint replacement surgeries has been rising sharply, the Ministry has made significant efforts to reduce wait times and ensure appropriate access to these services. The 2007/08 performance results demonstrate the Government's commitment to achieving the target of 90 per cent of hip and knee replacement surgeries being completed within 26 weeks by 2010. Through initiatives such as the Surgical Centre of Excellence in Vancouver, more British Columbians than ever were able to receive their surgeries within the 26-week time frame. The Centre for Surgical Innovation at the University of British Columbia Hospital is a provincial specialty resource featuring two new operating rooms and 38 inpatient beds. To help achieve the provincial access target, the Ministry of Health provided $21.8 million in operating funding to Vancouver Coastal Health Authority for the Centre for Surgical Innovation and the Osteoarthritis Service Integration System in 2007/08.

In 2007/08, 62 per cent of those waiting for hip replacement and 56 per cent of those waiting for knee replacement were able to have their surgery within 26 weeks.[16] These achievements have resulted in the median wait times for both hip and knee replacement surgeries declining markedly in the past year. Between 2006/07 and 2007/08, hip replacements completed within 26 weeks increased by approximately ten per cent. Over the same time period, knee replacement surgeries completed within 26 weeks increased by seven per cent.

Performance Results

Performance Measure[1]	2006/07 Actual	2007/08 Target	2007/08 Actual
Proportion of patients admitted from an emergency department to an inpatient bed within 10 hours of the decision to admit[2,3]	65%[4,5]	Improve towards long-term target of 80%	64% NOT ACHIEVED

Data Source: Data provided by health authorities through various systems: Meditech Data Repository and Abstracting, ED cubes, NERD cube and Northern Health Authority Emergency Department Information System (EDIS).

[1] This data reflects a province wide average. This is calculated using the results reported to the Ministry by major hospital sites only. Major hospital sites are those with over 35,000 emergency room visits per year and include BC Children's, Burnaby, Kelowna, Lions Gate, Matsqui-Sumas-Abbotsford, Nanaimo, Prince George, Richmond, Royal Columbian, Royal Jubilee, Royal Inland, St. Paul's, Surrey Memorial, Vancouver General and Victoria General Hospitals. 2005/06 data did not include Matsqui-Sumas-Abbotsford Hospital.

[2] Variances in hospital administration mean that the reporting on this measure varies from facility to facility in terms of the way patients are classified, and so individual facility level data are not comparable (hospitals can, however, compare themselves to their own past performance). Provincial level performance average can be compared year over year.

[3] BC Children's Hospital has a target of 80 per cent of patients transferred within four hours.

[4] This was a new measure in 2005/06 requiring new methods of data collection. As such, data are not available for previous years.

[5] Calculated as the percentage of total cases across all major hospital sites admitted within 10 hours of the decision to admit.

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[16] SWIFT, Management Information Branch, Health System Planning Division, Ministry of Health, 2007/08 (Feb. 2008 SWIFT data snapshot).

Discussion of Results

A hospital admission can either be planned (for example, scheduled surgery), or unplanned (for example, a visit to the emergency department where it is determined that admission is required). This performance measure focuses on unplanned hospital admissions that occur through hospital emergency departments. Many people are appropriately treated and released from emergency departments, but some people require an extended course of treatment and must be admitted to hospital.

In 2007/08, 64 per cent of patients were admitted from an emergency department to an inpatient bed within 10 hours of the decision to admit. This result is slightly lower than the performance from 2006/07, and falls short of improving toward the provincial target of 80 per cent. While the percentage of patients admitted within the timeframe did not improve, the actual number of patients admitted within the target did increase. The 2006/07 result of 65 per cent is based on 107,988 patients with a decision to admit with 70,292 being admitted within the target time. The 2007/08 result is based on 117,800 patients with a decision to admit with 75,252 being admitted within the target time. This represents a significant increase in both total admitted patients (nearly 10,000) and the number of patients admitted within the target (approximately 5000).

Ministry Response

Addressing emergency department congestion is one of the Ministry's top priorities for change in the health system. In 2006/07, the Ministry began a major Emergency Department Decongestion Strategy to focus on the fifteen largest hospitals and their ability to improve patient movement through the emergency department and the flow of admitted patients to inpatient beds.

The decongestion strategy uses performance measures, as outlined in the Government Letter of Expectations between the Ministry and health authorities, to understand the flow of patients in and through the emergency department. Moreover, it promotes practice redesign and innovation in patient management in the emergency department, in the hospital, and throughout the community. The Health Innovation Fund provided opportunities for health authorities to explore new and innovative strategies for addressing ER congestion. Fourteen initiatives were primarily directed at emergency department decongestion, while projects in areas such as primary health care are expected to minimize congestion as well. While there were inherent challenges (i.e., shortage of human resources and timelines), important knowledge, lessons and best practices have been gained from these pilot projects. Health authorities, along with the Ministry of Health, are continuing to explore these lessons and develop plans for implementing these projects at other sites in the province.

Objective 2.2: Patient-centred care tailored to meet the specific health needs of patients and specific patient groups

B.C.'s health system is committed to providing top quality care and services. When people use the system we must ensure the care they receive is centred on their needs, safe, evidence-based and will lead to the best health outcomes. Since one size does not fit all in health service delivery, the Ministry is working with health authorities, physicians and other providers to design and deliver customized care that addresses the unique needs of patients or specific patient groups, such as those with chronic diseases. Implementing a quality focused, patient-centred approach can improve quality of life and health outcomes for patients and provide better use of health services.

The Ministry is tracking two measures under this objective. The first measure centres on improving chronic disease management, focusing specifically on the treatment of diabetes. The second measure for this objective is an indicator of the availability of non-hospital care options for persons at the end of life.

Strategies

- Increasing the emphasis on the effective management of patients with chronic diseases to prevent or slow disease progression. The primary areas of focus are diabetes, congestive heart failure, kidney disease, chronic obstructive pulmonary disease, osteo and rheumatoid arthritis and dementia.
- Expanding end-of-life care services, including hospice and home-based palliative care, to provide dying people with greater choice and access to services.
- Ensuring the quality and safety of health services across the continuum of care by reviewing safety issues and by developing and implementing safety guidelines, best practices and initiatives.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of patients with diabetes who undergo at least two A_{1C} tests per year	47%	48%	50%	DATA NOT AVAILABLE

Data Source: Physician Framework Supply (PFS), December 2007, Information Resource Management; Medical Services Branch, Medical and Pharmaceutical Services, Ministry of Health; Discharge Abstract Database (DAD), December 2007, Information Resource Management, Health System Planning Division, Ministry of Health; PharmaNet, December 2007, PharmaCare Branch, Medical and Pharmaceutical Services, Ministry of Health.

Note: The diabetes case definition was changed in 2006/2007, resulting in a noticeable drop in prevalence across all years.

Discussion of Results

Diabetes is one of the most common chronic diseases. It affects about 265,000 British Columbians and is steadily increasing in prevalence.[17] The hemoglobin A_{1C} test is a simple lab test that shows the average amount of sugar (also called glucose) that has been in a person's blood over the previous three months. The A_{1C} test shows if a person's blood sugar is close to normal or too high and is a valuable tool for patients and their physicians to assess if blood sugar is under control, or if immediate intervention is required to lower complication rates.

The 2006/07 results for this measure shows that the Ministry is continuing to make progress in improving care for people with chronic diseases. Evidence shows that good chronic disease management can have a positive impact on patient outcomes. The 2007/08 data will be available in Fall 2008.

Over the past five years, B.C. has made progress in improving care gaps by implementing the Expanded Chronic Care Model through structured collaboratives and by introducing physician incentives. B.C. has taken a leadership role in developing collaborative, evidence-based approaches to managing diabetes and congestive heart failure, and supporting pioneering work in patient self management. In the coming years the Ministry will work to expand these initiatives to include the majority of patients in B.C. with chronic diseases. For more information on chronic disease management, see the Ministry's website at www.PrimaryHealthCareBC.ca.

Performance Results

Performance Measure	2005 Actual	2006 Actual	2007 Target	2007 Actual
Percentage of natural deaths occurring in settings outside hospital (home, residential care, hospice)	46%	48%	>48% of natural deaths occur in settings outside hospital	49% ACHIEVED

Data Source: BC Vital Statistics Agency, Knowledge Management and Technology Division, Ministry of Health.

Notes: Data are reported by calendar year, not fiscal year. Past year data has been restated to reflect a change in wording for this performance measure (from natural deaths occurring in hospital).

Discussion of Results

As part of the comprehensive plan to improve end-of-life care in British Columbia, the Ministry has been monitoring annually the location of deaths of all British Columbians from natural causes, including both cancerous and non-cancerous conditions, since 2003. For the years 2003 through 2006/07, the percentage of natural deaths[18] occurring inside hospitals was measured. A decrease in the percentage of natural deaths occurring inside hospital was considered to be a reliable proxy measure that indicated there were improvements in the range of available, appropriate, non-hospital choices to receive end-of-life care. For 2007/08, the measure shifted to monitor the percentage of natural deaths occurring outside hospital. The indicator was changed because it is considered to be a more accurate proxy measure that shows choices exist in the community for British Columbians to receive appropriate end-of-life care services, and that they are being used.

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[17] Primary Health Care, Medical Services Division, April 2008.

In 2006, the percentage of natural deaths occurring in hospital decreased from 54 per cent to 52 per cent. This means that in 2006, 48 per cent of British Columbians died outside hospital. In 2007, the percentage of British Columbians who died outside hospital was 49.1 per cent, which is an increase of slightly more than one per cent. This increase can be attributed to new end-of-life care services being implemented in communities across British Columbia, including increasing the number of publicly-subsidized hospice palliative care beds from 57 to 244 since 2001. The *Provincial Framework for End-of-Life Care*, published in May 2006, continues to help guide the health authorities in their end-of-life care services planning and delivery to enable residents and their families to have more choices for quality care at the end of life. Over time it is anticipated that the proportion of natural deaths occurring outside hospital will continue to increase as community-based end-of-life care services are enhanced across the province.

Objective 2.3: Improved integration of health care providers, processes and systems to allow patients to move seamlessly through the system.

The health system is very complex. The diversity of health needs across the province means the system is always caring for unique patients through different caregivers, in different settings, every day. While we have made good progress, the Ministry and its partners will continue working to improve the integration of those services so that care is provided in the most co-ordinated and seamless manner possible, benefiting both patients and health service providers.

The Ministry is also committed to improved collaboration and co-ordination with other provincial government ministries and with agencies outside the traditional health system. Co-ordinated action and improved integration will allow the government to provide better support services for persons with disabilities, special needs, children at risk and seniors.

Under this objective, the Ministry has a particular focus on mental health and addiction services. People with mental illness and/or addictions often must access various providers to receive care and support services. The Ministry and its partners are working to ensure services —

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[18] A natural death is defined as occurring through natural causes (e.g., old age or disease). A non-natural death is defined as a death from non-natural causes (e.g., accidents, poisonings or suicides).

including child, youth and adult programs — are integrated and available within people's home communities to simplify and improve the patient experience, while ensuring the appropriate care and services are delivered.

Strategies:

- Providing a full continuum of high quality mental health and addiction services within each health authority, which better integrates primary, secondary, community and tertiary care, and is integrated within the larger care networks.
- Working with other ministries, BC Housing, health authorities and other partners to better address the housing and support service needs of those with mental illness and addictions.
- Enhancing services for people with dementia, including Alzheimer's disease. Targeted improvements include earlier assessment, clinical guidelines to improve treatment, and better integration of services.
- Expanding drug and alcohol treatment for at-risk and addicted people who are seeking help.
- Specifically addressing the need to provide integrated programs for youth addictions, including both detoxification and outreach programs. Particular focus will be placed on contributing to government's integrated approach to addressing crystal meth use in British Columbia.
- Working with other government ministries to ensure initiatives, programs and services are integrated to achieve maximum benefit for those in need, including people suffering from mental illness and/or substance misuse, children with special needs, children and seniors at risk, and people with disabilities.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of persons hospitalized for a mental health or addictions diagnosis that receive follow-up treatment within 30 days of discharge[1]	77%	78%	80%	76%[2] NOT ACHIEVED

Data Sources: Mental Health Research Database: May 8, 2008 Refresh (data extracted May 16, 2008); MRR/CPIM Integration May 14, 2008; Discharge Abstract Database (DAD), May 7, 2008; Medical Services Plan fee-for-service database (MSP) paid to May 15, 2008; Health Information and Modernization Branch, Health System Planning Division, Ministry of Health.

[1] Follow-up services from either a physician or a licensed community agency. Ages 15 – 64 included.

[2] 2007/08 — partial year data. Because of the reporting lag, the results presented in the above table are based on about 80% of the total 2007/08 hospital discharges. All hospital records will be available by September 2008. This under reporting of the hospital discharges may marginally understate the results of this indicator.

Discussion of Results

The Ministry measures the continuity of care in mental health and addictions services by tracking the percentage of people hospitalized for a mental health or addictions diagnosis who receive community or physician follow-up services within 30 days of discharge. A high rate of community or physician follow-up reduces the chances that a client with a mental disorder will suffer a relapse and have to be readmitted to hospital. It also indicates strong communication between discharge planners, community services and family physicians.

This measure assesses the effectiveness of hospital discharge planning, continuity in care and accessibility of community programs and services for people with mental health issues and/or substance use disorders. A high rate of community and physician follow-up after a hospitalization for a mental illness or substance use disorder indicates well-coordinated, integrated and accessible care is being delivered.

Since 2001/02, the 30-day community and physician follow-up rate in B.C. has steadily increased from 73 per cent to 78 per cent in 2006/07. This improvement signifies that better linkages are being established between hospital and community programs. Most of this improvement in follow-up rates can be attributed to expanded services being provided by community mental health and addictions centres. The follow-up of mental health clients within 30 days of hospital discharge by community mental health centres increased from 18.6 per cent in 2001/02 to 45.7 per cent in 2006/07; whereas the follow-up by physicians remained almost static at approximately 68 per cent.[19]

In 2007/08 the overall B.C. follow-up rate (i.e., the provincial average across all health authorities) was 76 per cent, a slight decrease from 78 per cent in the year previous.[19] While this reflects a decrease in follow-up rates across three health authorities, it should be noted that two health authorities actually exceeded the 80 per cent target. The decrease can be explained by a number of factors, including:

- In some areas of the province, there has been an underreporting of data for mental health and addictions clients receiving follow-up service after hospital discharge. This underreporting is primarily due to technical or logistic reasons, and as a result, the performance of the indicator may be understated.
- An increased number of clients with substance use disorders discharged from hospitals are followed-up by community addiction services. However, due to inadequate reporting of addictions data, these follow-up contacts are not included and therefore the performance is understated.
- The 30-day follow-up rate can be influenced by the availability of family physicians in rural or remote parts of the province. If a physician closes his or her practice, for example, clients

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[19] Mental Health Research Database: May 8, 2008 Refresh (data extracted May 16, 2008).

with mental health and substance use disorders may have more difficulty accessing the services of an alternative physician, contributing to a decrease in the overall 30-day follow-up rate.

Ministry Response

The Ministry will work closely with health authorities to continue implementing service and process improvements that enhance linkages between psychiatric inpatient units, community mental health and addictions teams, and family physicians. A number of improvements are already underway. For example, the Northern Health Authority is working with physicians in remote areas to ensure patients discharged from hospitals are receiving follow-up services as a part of their primary care model. Similar initiatives are underway in the Vancouver Island Health Authority to identify mental health and addictions patients that are not followed-up within 30 days of hospital discharge and to connect them with appropriate physician and community mental health and addiction services.

The Ministry is also working with health authorities to implement integrated mental health and addictions minimum reporting requirements. This will provide more complete data for monitoring the community follow-up of mental health and addictions clients discharged from hospitals.

Goal 3: A Sustainable, Affordable, Publicly Funded Health System

The public health system is affordable, efficient and accountable, with governors, providers and patients taking responsibility for the provision and use of services.

Objective 3.1: British Columbians provide input into the development of the strategic direction of the province's health system

British Columbia's health system is a valuable public resource that benefits all British Columbians. People value good health and a health system that will be there when they need it, both now and in the future.

Strategies

- Engaging British Columbians in a conversation about the health system and solutions to make it sustainable into the future.
- Providing multiple opportunities and avenues for British Columbians to be heard during the Conversation on Health, including online discussions through a dedicated website, regional forums, email or regular mail, a toll-free telephone number and by contacting a local Member of the Legislative Assembly.
- Providing specific opportunities for input for government leaders, health professionals and patients.
- Listening to British Columbians and reporting on what they have said.

The Conversation on Health was the largest public discussion on health care in the history of British Columbia. Participants at 78 forums — including a significant contribution from First Nations communities — 2,000 submissions and over 5.6 million hits on the website outlined a vision of strong, high quality health care that is available to all.[20] The Conversation on Health also reached out to health care professionals and academics of all types not only from B.C., but from around the world, to solicit their opinions about the challenges facing the health care system.

The year long consultation process produced a number of exciting and innovative ideas about the future of health care in B.C. These ideas were detailed in a summary of participant input that was released to the public in November 2007. This valuable document will guide government in setting the direction for a sustainable, publicly-funded health care system now and in the future.

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[20] *Summary of Input on the Conversation on Health*, Pages 1–3, November 2007.

Objective 3.2: Strategic investments in information management and technology to improve patient care and system integration

Information — its quality, secure management and appropriate use — is essential to patient care and the overall functioning of the health system. Making the right strategic investments in new information management systems and technologies is therefore fundamental to supporting the delivery of health care, addressing provincial priorities for the health system and achieving service plan goals and objectives.

The provincial eHealth initiative, with its strategic investments and partnerships, will improve health system integration and efficiency, assist managers and health care practitioners in evidence-based decision-making and provide British Columbians with secure access to timely health information in a confidential and convenient manner. The Ministry and its partners are working to realize these benefits through the province-wide implementation of the British Columbia eHealth strategy.

eHealth is a major step toward transforming the health system into a seamless continuum of care, supported by a seamless web of health information. It will improve the quality and safety of health services for British Columbians through new technology-enabled information management tools and support of health care providers and best practices.

More information about the Ministry's eHealth strategy and Information Resource Management Plan is available at www.health.gov.bc.ca/cpa/publications/.

Strategies

- Continuing to advance British Columbia's eHealth strategy to improve patient care, help health professionals deliver better, faster and safer care, and improve the efficiency of the health system.
- Enhancing patient care by enabling province-wide integration of and protected access to clinically required, person-specific data, while protecting personal privacy within an electronic health record.
- Working with the British Columbia Medical Association (BCMA) and the College of Physicians and Surgeons of British Columbia to co-ordinate, facilitate and support information technology planning and the development and implementation of standardized electronic medical record systems across the province.

- Supporting British Columbia physicians' use of electronic medical record systems.
- Expanding telehealth to improve rural and remote residents' access to health services and specialists.
- Improving the availability of quality data and analysis to assist clinical and management decision-making.
- Expanding public access to health services and health information through web-based applications.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of physicians implementing electronic medical record systems*	N/A (Program did not exist)	N/A (Program did not exist)	Program introduced and systems made available to physicians	SUBSTANTIALLY ACHIEVED

* Electronic medical record systems implemented through a voluntary program funded by the Ministry/BC Medical Association Agreement.

Discussion of Results

eHealth is more than just information technology — it is about modernizing and transforming clinical and business practices to better support the delivery of health services. Accordingly, the Ministry and the BCMA, representing physicians, are working together to expand the use of electronic medical record systems in physicians' offices. This work is supported by the recent Physician Information Technology Office and a provincially funded physician incentive program directed at increasing physicians' adoption of electronic medical record systems.

The Ministry is also working with the technology vendor community to ensure the availability of suitably standardized and secure electronic medical record systems. Candidate systems are being tested against a set of core system requirements, after which physicians, with the assistance of the incentive program, will be able to choose from the qualified systems, that system which best suits their individual office environments.

The incentive program is funded until March 2012, and anticipates an increasing percentage of physicians implementing electronic medical record systems over the intervening years.

Objective 3.3: Optimum human resource development to ensure there are enough, and the right mix of, health professionals

Skilled and caring health professionals are the cornerstone of our health system. Thousands of British Columbians seek medical attention every day, confident they are in the care of competent professionals who hold themselves to the highest standards. To be sustainable the system must ensure it has enough, and the right mix of, health professionals to provide the services that will meet British Columbians' needs now and in the future. B.C. has made significant progress over the past five years in addressing our health human resource needs, although more work can always be done.

Strategies

- Working with the Ministry of Advanced Education and health system partners to implement human resource training plans, including increasing education and training opportunities and reviewing educational programs to ensure new graduates are ready to practice. Key initiatives include expanding and distributing B.C.'s medical school, with new campuses in Victoria, Prince George and Kelowna, doubling of the number of post-graduate residency spaces to Canadian medical graduates by 2010/11 and investing in the continued recruitment, training, and retention of nurses and allied health professionals.
- Recruiting foreign-trained doctors and nurses through an expanded B.C. Provincial Nominee Program, which allows applicants to gain permanent residence status more quickly and permanently practice in British Columbia.
- A new fast-track assessment service for internationally educated nurses to expedite registration.
- Utilizing funds from Health Canada and working collaboratively with the Ministry of Economic Development, a number of initiatives have been undertaken to address issues faced by internationally educated health professionals such as implementation of Skills Connect for Immigrants — Health, bridging education programs, workplace integration initiatives, and English for health professionals curriculum.
- Integrating nurse practitioners into B.C.'s health system, and increasing the number of nurse practitioners graduating in the province, including new graduates at University of Northern B.C.
- Addressing succession planning needs through initiatives to develop future leaders capable of managing the increasingly complex health system.
- Creating safe, positive work environments that attract and retain talented people, and support employee wellness and quality of work life in the health sector.

A major focus and challenge for the province, and other jurisdictions around the world, is the availability and supply of nurses and other key allied health professionals. British Columbia's health human resource strategies include a number of targeted education, recruitment and retention strategies designed to ensure we have enough health professionals to meet health system needs. To assess the impact of these strategies on the supply of health professionals, the Ministry is tracking vacancy rates across the province.

In 2007/08 the Ministry committed to work with health authorities to establish appropriate provincial reporting systems and vacancy rate baselines and develop future targets based on that information. These measures were created during fiscal 2007/08 and track overtime use, sick leave, and vacancies. Long term targets set new goals for reductions in these categories of measure for Registered Nurses and five priority allied health professions.

Since 2001, government has increased the number of nursing education seats by 3,786 or 93 per cent and created 23 new nursing education programs at public post-secondary institutions, including 12 degree programs and 11 certificate programs. Close to 13,000 nursing degrees, diplomas and certificates have been issued since 2001. Government has also created a three-year accelerated bachelor of science in nursing degree program option at the B.C. Institute of Technology to start in August 2008. In 2007, B.C.'s Nursing Strategy received an additional $28 million, bringing the total funding for nursing strategies to $174 million since 2001. Education, recruitment and retention initiatives include programs such as continuing education for nurses presently in the workforce, and programs to retain nurses currently in the health system and to attract nurses from across Canada and around the world. In addition, since B.C.'s first class of nurse practitioners graduated in 2005, the province has embraced the role and now employs 105[21] nurse practitioners in rural and urban settings. More than $50 million over four years has been committed to a Nursing Leadership fund to support frontline leadership positions. The Ministry of Health has also allocated $1.5 million since 2001 for the Aboriginal Nursing Strategy to increase the number of Aboriginal nurses working in B.C. and to increase the number of Aboriginal communities in B.C. with quality nursing care.[22]

The University of British Columbia's medical school has been expanded significantly since 2003 when the annual intake for undergraduate medical students was 128. The medical school's expansion doubles the number of first-year spaces to 256 in 2007, with distributed medical programs offered at the University of Victoria and the University of Northern British Columbia. The Ministry of Health has expanded postgraduate medical education (residency) positions to keep pace with the medical school's expansion. The number of entry-level residency positions for Canadian medical graduates in 2007 is 224 and is expected to increase to 256 by 2010/11.[23]

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[21] College of Registered nurses website, June, 2008
www.crnbc.ca/Default.aspx?DN=4c3b3b73-b104-4b87-9004-3cdfe5569727.

[22] Universities and Institutes Branch, Ministry of Advanced Education, May 2008.

[23] Universities and Institutes Branch, Ministry of Advanced Education, May 2008.

A further expansion in medical education is planned for the Okanagan. Beginning with postgraduate medical education, the Ministry expects to have 16 residents in family medicine and 12-16 residents in specialty training at any one time by 2009.

In addition, the Ministry of Health has tripled the number of residency positions for international (foreign) medical graduates to 18 entry-level positions, and with the Ministry of Economic Development has introduced measures through the Provincial Nominee program to expedite immigration processes for foreign doctors. These expanded programs will allow more foreign-trained physicians to practice in areas of need in British Columbia.

Educational capacity has also been increased for other health professions and health workers. Since 2001, 853 new education seats have been added for allied health programs and 404 new seats have been added for training residential care and home support workers. Recruitment and retention initiatives for allied health professionals were supported with $400,000 from Ministry of Health. Pilot projects were undertaken in two health authorities including mentorship, supports for new graduates and new hires, and enhanced practice training. These projects were evaluated and the outcomes will be made available to other health authorities for future expansion.

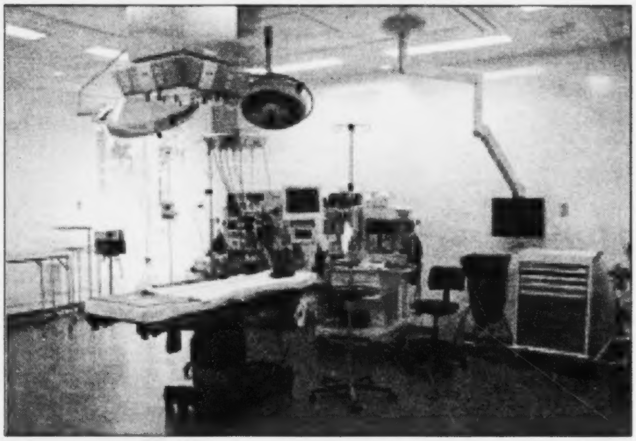
Objective 3.4: Sound business practices to manage within the available budget while meeting the priority needs of the population

The Ministry is committed to working with its partners to manage the health system efficiently to ensure resources are spent where they will have the best outcome. The Ministry monitors and evaluates the delivery of services and the health of the population and works with its partners to ensure services delivered in the system meet the needs of the public. As part of a commitment to continuous improvement, the Ministry uses its evaluations of health system performance to inform strategic direction and facilitate course correction where warranted. It also uses this information, along with population demographic and health need projections, to plan investments in the health system's physical infrastructure.

Strategies

- Providing legislative, regulatory and policy frameworks to ensure policy direction is clear and consistent and allows services to be delivered appropriately and cost-effectively.
- Working with health authorities and other partners to plan and manage strategic capital investments to renew the health system's infrastructure, including facilities, equipment and information technology.
- Monitoring and reporting publicly on health system performance and the health of the British Columbia population.

- Working with system partners to ensure overall health system costs remain affordable and within budget.
- Utilizing strategic partnerships and innovative approaches to improve services to the public within the available fiscal resources.



B.C.'s health services budget has continued to grow — the Ministry's budget for 2007/08 was over $12.9 billion. It is important this funding is used wisely to provide the best care and achieve the best outcomes for patients. The Ministry monitors financial status throughout the year so any problems can be identified and addressed, and ensures overall costs remain within its budget. Staying within the budget provides a high-level indication of whether the health system is well managed and on a sustainable path.

Also, in 2007/08 sustainability was added as one of the Ministry of Health's values:

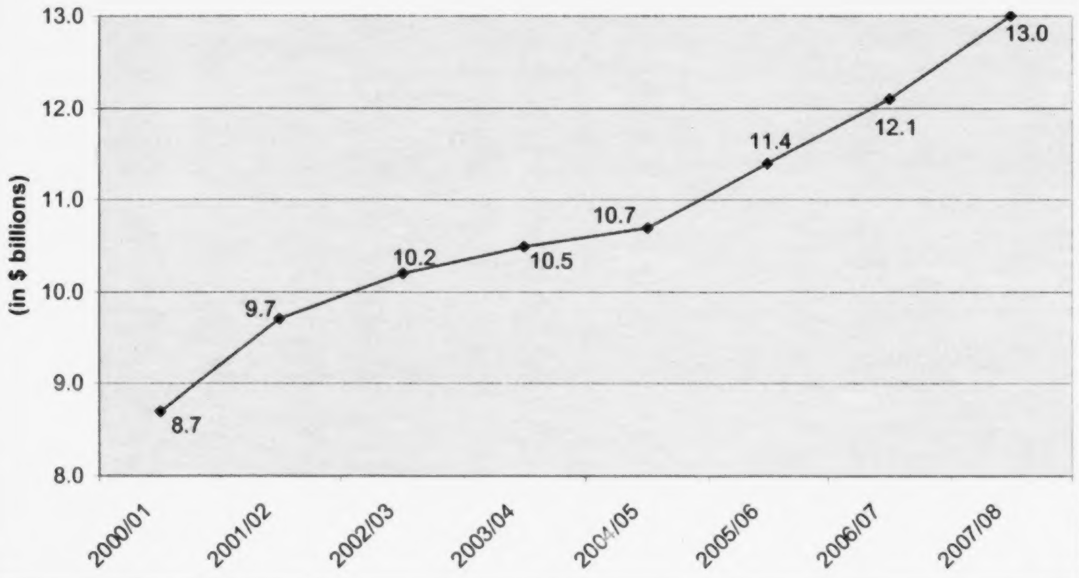
- **Sustainability** for the health system so it will meet British Columbians' needs now and in the future. (See Page 11 for a list of the Ministry's values.)

For detailed budget results, including capital spending, please see the Report on Resources beginning on the next page.

Report on Resources

The Ministry of Health's operating budget for 2007/08 was $13.010 billion which includes $12.967 billion original Estimates plus $43 million Supplementary Estimates. As shown in the graph below, this represents a $4.3 billion increase in healthcare funding since 2000/01 and is a 6.9 per cent increase over the 2006/07 budget. Operating expenditures for the fiscal year ending March 31, 2008 were $12.968 billion. This, coupled with some accounting adjustments not available for spending resulted in a minor surplus of $52.6 million, an amount less than one per cent.

Financial Results - 2000/01 - 2007/08



Resource Summary

	Estimated	Other Authorizations[1]	Total Estimated	Actuals	Variance
Operating Expenses ($000)					
Services Delivered by Partners					
Regional Health Sector Funding	8,047,121	43,000	8,090,121	8,105,458	15,337
Medical Services Plan	3,057,216		3,057,216	3,063,626	6,410
PharmaCare	1,021,300		1,021,300	946,782	(74,518)
Debt Service Costs	174,000		174,000	163,916	(10,084)
Amortization of Prepaid Capital	200,000		200,000	203,565	3,565
Health Benefits Operations	28,910		28,910	29,266	356
Sub-Total	**12,528,547**	**43,000**	**12,571,547**	**12,512,613**	**(58,934)**
Services Delivered by Ministry					
Emergency and Health Services	283,483		283,483	307,719	24,236
Vital Statistics	7,812		7,812	7,093	(719)
Sub-Total	**291,295**	**0**	**291,295**	**314,812**	**23,517**
Executive and Support Services					
Minister's Office	732		732	669	(63)
Stewardship and Corporate Management	146,346		146,346	139,660	(6,686)
Sub-Total	**147,078**	**0**	**147,078**	**140,329**	**(6,749)**
Recoveries – Health Special Account	(147,250)		(147,250)	(147,250)	0
Total Vote 36 – Ministry of Health	**12,819,670**	**43,000**	**12,862,670**	**12,820,504**	**(42,166)**
Health Special Account	147,250		147,250	147,250	0
Sub-total – Operating Expenses	**12,966,920**	**43,000**	**13,009,920**	**12,967,754**	**(42,166)**
Reversal of Prior Year Over accruals				(10,476)	(10,476)
Total — Ministry of Health	**12,966,920**	**43,000**	**13,009,920**	**12,957,278**	**(52,642)**

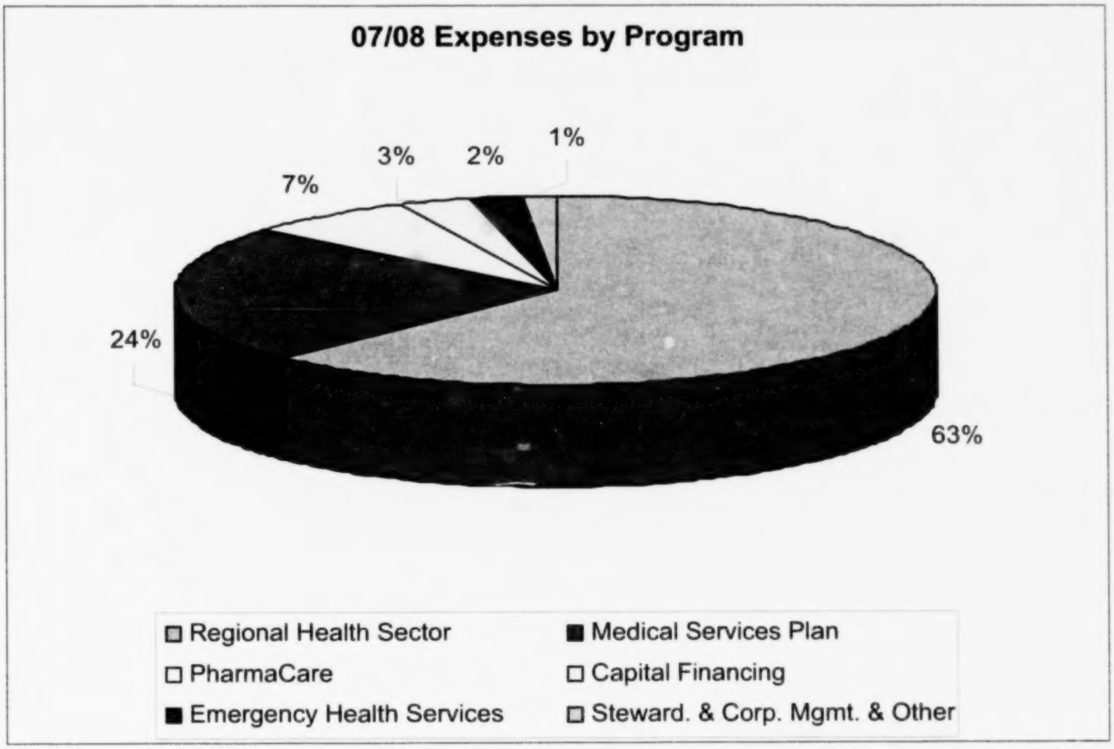
	Estimated	Other Authorizations[1]	Total Estimated	Actuals	Variance
Full-time Equivalents (Direct FTEs)					
Health — Ministry Operations					
Emergency and Health Services	2,854		2,854	2,910	56
Stewardship and Corporate Management	751		751	779	28
Minister's Office	7		7	6	(1)
Vital Statistics	84		84	88	4
Total Ministry of Health[2]	**3,696**		**3,696**	**3,783**	**87**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Health – Ministry Operations					
Stewardship and Corporate Management	38,109	10,983	49,092	49,334	242
Emergency and Health Services	10,162	2,608	12,770	12,770	0
Vital Statistics	430		430	188	(242)
Total Ministry of Health[3]	**48,701**	**13,591**	**62,292**	**62,292**	**0**
Consolidated Capital Plan ($000)					
Prepaid Capital Advances	401,000	16,733	417,733	417,733	0
Total Ministry of Health[4]	**401,000**	**16,733**	**417,733**	**417,733**	**0**

[1] Other authorizations include $43 million Supplementary Estimates.

[2] The Ministry's FTE shortfall is primarily due to the transfer of HealthLines Services BC — Nurseline from EComm to the Emergency and Health Services Commission.

[3] The Ministry CRF capital budget was $48.7 million in 2007/08. The Ministry received approval to access the Capital contingency vote for up to $34.3 million. $13.6 million was accessed to cover costs of e-health initiatives.

[4] The Consolidated Capital Plan budget was $401.0 million in 2007/08. The Ministry received approval to access the Capital contingency vote for up to $21.5 million. $16.7 million was accessed to cover expenses.



The significant operating variances are:

Regional Health Sector Funding: The deficit was primarily due to funding of priority initiatives for health research.

Medical Services Plan: The deficit is primarily due to increased utilization for fee for service non-lab services, fee increases in accordance to the Physician Master Agreement, and increased expenditures for the complex care program.

PharmaCare: The surplus in PharmaCare is due to lower negotiated drug prices, later implementation of the Alzheimer's Drug Therapy Initiative and lower than anticipated expenditures in the Fair PharmaCare Plan, Income Assistance Plan and the Centre for Excellence for HIV/AIDS.

Debt Service Costs: The surplus is due to reduced debt and a corresponding reduction in interest costs.

Amortization of Prepaid Capital: Higher PCA expenditures in 2006/07 resulted in increased amortization expenses.

Stewardship and Corporate Management: The surplus is primarily due to recruitment lags.

Emergency and Health Services: The deficit is due to the costs associated with the transfer of HealthLines Services BC to the Emergency and Health Services Commission from Regional Health Services in 2007/08.

Health Authorities Included in the Provincial Reporting Entity

As required under the *Budget Transparency and Accountability Act*, British Columbia's six health authorities are included in the government reporting entity. The health authorities have been primary service delivery organizations for the public health sector for several years and many of the performance measures and targets included in the Ministry's service plan are related to services delivered by the health authorities. The majority of the health authorities' revenues and a substantial portion of the funding for capital acquisitions are provided by the Province in the form of grants from ministry budgets.

Health Sector	2007/08 Budget	2007/08 Actual	Variance
2007/08 Combined Income Statement ($000)			
Total Revenue[1]	**10,164,000**	**10,502,442**	**338,442**
Total Expense[2]	**10,283,000**	**10,531,125**	**248,125**
Operating Results	(119,000)	(28,683)	90,317
Gain (Loss) on sale of Capital Assets	0	(348)	(348)
Net Results	**(119,000)**	**(29,031)**	**89,969**

NOTES: This combined income statement is based on audited financial statements from six health authorities and ten hospital societies. Figures do not include the eliminating entries to consolidate these agencies with the government reporting entity.

[1] Revenue: Includes provincial revenue from the Ministry of Health, plus revenues from the federal government, co-payments (which are client contributions for accommodation in care facilities) and fees and licences.

[2] Expenses: Provides for a range of health care services, including acute care and tertiary services, residential care, mental health services, home care, home support, and public health programs.

Major Capital Projects

A major capital project is defined as any capital commitment or anticipated commitment that exceeds $50 million. In 2007/08, the Ministry's commitments that exceeded $50 million were:

Vancouver General Hospital Redevelopment (VGH) — Vancouver Coastal Health Authority

Objective: The hospital redevelopment is to consolidate patient services and clinical expertise to assist in meeting patient care needs over the next 20 years or more.

Benefits: Anticipated benefits are new patient areas and consolidation of hospital services within the Centennial Pavilion and the Jim Pattison Pavilion to create a modern and efficient hospital environment for enhanced patient care and accessibility.

Cost and Timeline: The total capital cost is $159 million, and the project was substantially completed on March 31, 2008.

Abbotsford Regional Hospital and Cancer Centre — Fraser Health Authority and Provincial Health Services Authority

Objective: The Abbotsford Regional Hospital and Cancer Centre (ARHCC) will be a new 300-bed facility that replaces the current 202-bed Matsqui-Sumas-Abbotsford (MSA) hospital, which is aging, physically obsolete, and not suitable for expansion.

Benefits: The new hospital and cancer centre will provide enhanced and specialized programs and services to meet the needs of Fraser Valley residents, and will also help to recruit and retain health professionals. ARHCC includes integration of a new cancer treatment centre that will be part of the provincial network operated by the BC Cancer Agency.

Cost and Timeline: The capital cost for the project is estimated to be $475 million. The Fraser Valley Regional Hospital District is contributing $71.3 million towards the project. Construction, which commenced in December 2004, was substantially completed on May 6, 2008. The facility will be open for patients on August 24, 2008.

For more information on the Abbotsford Regional Hospital and Cancer Centre project, please see the Ministry's website at: www.abbotsfordhospitalandcancercentre.ca/. To see Partnerships British Columbia's value for money report on the project, go to: www.healthservices.gov.bc.ca/cpa/publications/PBCAbbotsford.pdf.

Surrey Outpatient Hospital — Fraser Health Authority

Objectives: The Surrey Outpatient Hospital will include relocation of some services currently provided at Surrey Memorial Hospital (SMH) as well as provide new services, and will aid in addressing congestion pressure points at SMH as well as long-term service capacity for the community.

Benefits: The new facility will provide a full range of scheduled outpatient services including day surgery, diagnostic imaging, express testing, and medical clinics. The hospital will also include a primary health care clinic delivering enhanced family practice services, and clinics for patients with chronic diseases, such as congestive heart failure, asthma and diabetes.

Cost and Timeline: The estimated capital cost of the project is $198 million, based on a pre-design cost estimate. Construction is expected to commence in 2008 after completion of procurement and finalization of costs, with completion expected in early 2011.

For more information on the Surrey Outpatient Hospital project, please see the Ministry's website at: www.healthservices.gov.bc.ca/cpa/publications/SurreyOPF_CapitalProjectPlan_March2007.pdf.

Royal Jubilee Hospital (Victoria) Patient Care Centre — Vancouver Island Health Authority

Objectives: The Royal Jubilee Hospital (RJH) Patient Care Centre will consist of a new eight storey building (approximately 37,000 square meters) accommodating up to 500 acute care beds for medical-surgical and mental health patients. The new facility will replace the majority of existing inpatient beds at RJH which are currently accommodated in buildings that are physically and functionally outdated.

Benefits: The new facility will be designed to current standards for health care delivery, be a centre of excellence in elder care and incorporate energy efficiency and environmental initiatives sufficient to achieve Leadership in Energy and Environmental Design (LEED) Gold certification from the Canada Green Buildings Council.

Cost and Timeline: The estimated capital cost of the project is $309 million. The Capital Regional Hospital District is contributing $107.7 million to the capital cost of the project. Construction is expected to commence in 2008 with completion expected by late 2010. For more information on the Royal Jubilee Hospital Patient Care Centre project, please see the Ministry's website at: www.health.gov.bc.ca/library/publications/year/2007/RJHPatientCareCentre_CapitalProjectPlan.pdf.

Kelowna / Vernon Hospitals Project — Interior Health Authority

Objectives: The Kelowna/Vernon Hospitals Project consists of two major capital projects under a combined procurement process. A new Ambulatory Care Centre at Kelowna General Hospital (KGH) will consolidate ambulatory care services and programs currently dispersed throughout KGH into one facility, and quadruple the size of the emergency department. An additional two floors of shelled space has been added for future inpatient beds. In addition, the project will include accommodation for a medical school in conjunction with the Ministry of Advanced Education and the University of British Columbia Okanagan. A new Diagnostic and Treatment Building will be constructed at Vernon Jubilee Hospital (VJH) and will include an expanded emergency department, maternity and paediatrics, ambulatory care centre, surgical services, intensive care/cardiac care, and central sterilization services.

Benefits: The new facilities will improve outpatient care and single-day treatment service delivery on the KGH and VJH sites by consolidating ambulatory care services and using staff effectively and to establish multi-disciplinary teams with a patient care focus. They will also improve health service delivery and patient flow in KGH and VJH by renovating and expanding the emergency departments at these two hospitals.

Cost and Timeline: The estimated capital cost of the project is $290 million, based on a pre-design cost estimate. Construction is expected to commence in 2008 after completion of procurement and finalization of costs, with completion expected in late 2010.

For more information on the Surrey Outpatient Hospital project, please see the Ministry's website at: www.health.gov.bc.ca/library/publications/year/2007/Kelowna_Vernon_Hospitals_Capital_Project_Plan_April_2007.pdf

Fort St. John Hospital and Complex Care Facility — Northern Health Authority

Objectives: The Fort St. John Hospital and Complex Care Facility project will replace and expand the existing Fort St. John Hospital. A new complex care facility will also be constructed on the hospital site.

Benefits: The new facility will provide the appropriate hospital functions necessary to accommodate current and future acute patient needs in the Fort St. John area. The new hospital will become the North-East referral centre for clinical systems such as pathology, radiology, clinical support and pharmacy. The complex care facility will accommodate current and future residential care services for seniors needing complex care services in the area.

Cost and Timeline: The estimated capital cost of the project is $268 million, based on a pre-design cost estimate. Construction is expected to commence in 2009 after completion of procurement and finalization of costs, with completion expected in 2011.

For more information on the Fort St. John Hospital and Complex Care Facility project, please see the Ministry's website at: www.healthservices.gov.bc.ca/cpa/publications/.

Investments across the Province

In addition to the major capital projects listed above, significant capital investments to improve B.C.'s health system have been made by the Ministry, health authorities, regional hospital districts, foundations and other funding partners. The following are some examples of those investments.

Fraser Health Authority

- Redesigning and redeveloping the Emergency Department and the Ambulatory Care department at the Ridge Meadows Hospital in Maple Ridge. The $19 million project will double the size of the emergency department and will consolidate ambulatory (outpatient) care services into one setting. The project is scheduled to be completed in the Fall of 2008.
- Renovations, new construction and service transfer costs to create space for additional inpatient beds and renal stations at Surrey Memorial Hospital. This $30.4 million project, referred to as the Immediate Capacity Development Project, is a component of the Surrey Health Services Capacity Initiative. Completion of acute care and Intensive Care Unit beds

is scheduled to complete in September 2008; renal chairs, lab and pharmacy scheduled to complete in March 2009.

- Renovations and 30 complex care bed expansion to the Fraser Hope Lodge in Hope. This $6.3 million project is planned for occupancy for Summer 2008.

Interior Health Authority

- Expanding the East Kootenay Regional Hospital in Cranbrook to enhance its Regional Health Care Centre role. The addition will expand and upgrade the emergency, ambulatory care and diagnostic imaging departments. The $32 million project was completed Fall of 2007.
- Replacing the St. Bartholomew's Hospital in Lytton with a new health care centre and assisted living facility to meet the health care needs of seniors, local Aboriginal communities and Lytton residents in one facility. The $8.1 million project is scheduled to be completed in 2008.
- Expanding and renovating the Shuswap Lake General Hospital for an expanded emergency department and diagnostic imaging area. Other work includes changes to the emergency entrance and physiotherapy area and addition of a geothermal heating system as part of government's initiatives on climate action. The $21.6 million project is scheduled to be completed in 2009.

Northern Health Authority

- Renovating and building an addition to the Prince George Regional Hospital to accommodate a special care nursery, a combined labour delivery and maternity unit and improvements to pediatric and pediatric ambulatory care. The $14.3 million project was completed in early 2008.
- Constructing 93 new residential care beds and 80 assisted living units in Prince George. The new facilities will include full handicapped accessibility and resident lift systems for the residential care beds. The $42 million project will be completed in mid 2009.
- Building a new $11.7 million hospital and health centre in Masset that will include hospital services, complex care beds and community health programs. The project is scheduled for completion in 2008. The campus of care also includes four assisted living units that are included in the 5,000 beds project. These units are being built by BC Housing.

Vancouver Coastal Health Authority

- Renovations to upgrade and modernize the existing Emergency Department (ED) at St. Paul's Hospital in Vancouver. The project will address patient flow, wait times, infection control concerns and diagnostic capacity. This $14.7 million project will be completed in four phases to enable the continuation of services during construction. The project is scheduled to complete in Summer 2010.

- Expanding and renovating St. Mary's Hospital in Sechelt, including a new Emergency Department with added capacity, expansion to Ambulatory Care and Surgical Day Care areas, and 12 additional acute care beds. The $39.75 million project is scheduled to complete in early 2012.
- Redeveloping the existing Maternity Unit at Richmond Hospital to improve the quality of care for maternity patients and newborn babies. The $6.7 million project will include 17 birthing rooms, an enhanced operating room suite, and expansion of the Neonatal Intensive Care Unit. The project is scheduled to complete in Spring 2009.

Vancouver Island Health Authority

- Redeveloping Nanaimo Regional General Hospital, including a $23 million surgical expansion completed in April 2005 and a new $12 million perinatal services component completed in 2007.
- Renovating and relocating laboratory services at the Royal Jubilee Hospital in Victoria. The $2.2 million project was completed 2007.
- Constructing a new emergency department at Victoria General Hospital. The new facility will provide greater privacy for patients, specialized areas for emergency services for children, an isolation area for people with infectious diseases and separate entrances for patients arriving either on their own or by ambulance. The $18.8 million project will be completed in late 2009.

Provincial Health Services Authority

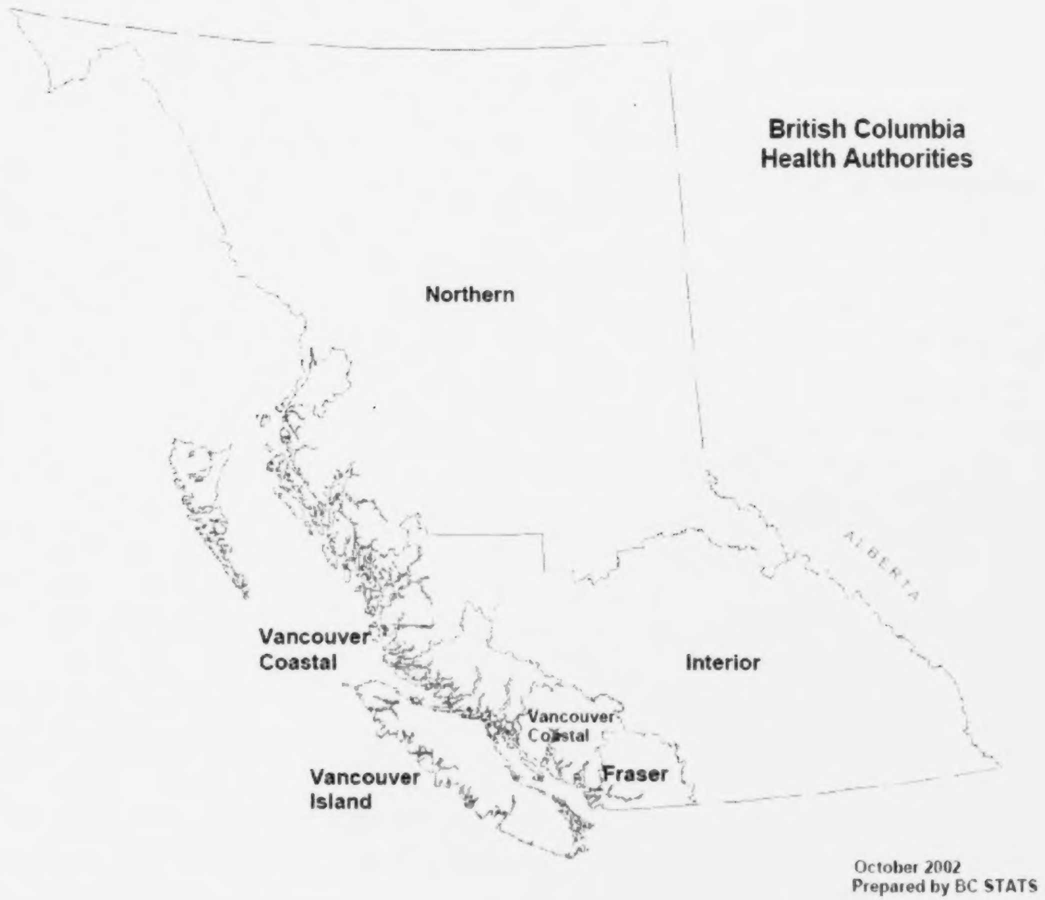
- Cyclotron & Radiopharmaceutical Facility, including acquisition of a cyclotron and the construction of a radiopharmaceutical lab to support the clinical PET program. Estimated project budget: $15.3 million. Estimated completion by March 2009.
- Staffing and Scheduling System (SASS) (Budget: $7.8 million). This new staff scheduling and timekeeping system will provide integrated, self-serve systems and processes to decrease costs and improve workforce productivity and efficiency. Estimated completion by March 2009.
- Clinical Information System (CIS) (Budget: $28.8 million, of which only the first phase of $5.0 million was approved). This project will replace outdated mission-critical Patient Admission — Discharge — Transfer and scheduling applications at Children and Women's hospitals setting the foundation for future CIS implementations across PHSA. This project is a key initiative in PHSA's eHealth strategy. Completion of the entire project is expected by March 2011, pending required approvals. Phase one was completed early 2008.
- The renovation for the Paediatric Intensive Care Unit at BC Children's and Women's Hospital was substantially complete April 2008. There is a pending increase of $454K for additional equipment requirements and the estimated project completion has been extended to September 30, 2008.

Annual Service Plan Report Appendices

Appendix A: B.C. Health Authorities

British Columbia has six health authorities that, in conjunction with the Ministry of Health, manage and deliver most publicly funded health services in the province. Responsibility for delivery of local health services, such as home and hospital care, rests with five regional health authorities. The sixth health authority, the Provincial Health Services Authority, is responsible for providing province-wide specialized services, and for supporting the regional health authorities with their service delivery.

Map of B.C. Health Authorities



Provincial Health Services Authority (PHSA)

Web Address: www.phsa.ca

PHSA operates provincial agencies including BC Children's Hospital, the BC Transplant Society, and Riverview Hospital. It is also responsible for specialized provincial health services such as chest surgery and trauma services, which are delivered in a number of locations in the regional health authorities as well specialized programs that operate across several PHSA agencies.

Interior Health Authority (IHA)

Web Address: www.interiorhealth.ca

2007/08 Population:[24] 714,149

IHA serves a large geographic area, which ranges from densely populated to scarcely populated areas. IHA covers a region that stretches from Williams Lake to the U.S. border and from Anahim Lake in the Chilcotin to the Alberta border. The mixture of population density provides challenges to effectively delivering health care services to the region's residents.

Fraser Health Authority (FHA)

Web Address: www.fraserhealth.ca

2007/08 Population: 1,525,330

FHA consists of a small geographic area with a high population density. Its borders stretch east from Delta to Burnaby to Boston Bar and south to the U.S. border. Over the past 10 years FHA has experienced significant population growth and currently represents about 34 per cent of B.C.'s population. This historic and projected population growth, compounded by an aging population has created increased demands for health care services in this region.

Vancouver Coastal Health Authority (VCHA)

Web Address: www.vch.ca

2007/08 Population: 1,090,404

Similar to FHA, VCHA is small in geographic area with a high population density. VCHA serves residents in Vancouver, Richmond, the North Shore and communities in the coastal region, including: Squamish and Whistler along the Sea-to-Sky Highway; Gibsons and Sechelt on the Sunshine Coast; and Powell River. Through denominational agreements, VCHA also serves the residents of Bella Bella and Bella Coola and also partners with Providence Health Care in Vancouver.

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[24] Population estimates for all Health Authorities obtained from BC Stats. (P.E.O.P.L.E. 32) 2007. Ministry of Labour and Citizens' Services.

Vancouver Island Health Authority (VIHA)

Web Address: www.viha.ca

2007/08 Population: 745,598

VIHA serves the residents of Vancouver Island, the Gulf and Discovery Islands and the residents of the mainland located adjacent to the Mount Waddington and Campbell River areas. Almost half of Vancouver Island's population lives in and around the provincial capital of Victoria, at the southern end of Vancouver Island.

Northern Health Authority (NHA)

Web Address: www.northernhealth.ca

2007/08 Population: 298,094

NHA covers almost two-thirds of B.C., and is bordered by the Northwest and Yukon Territories to the north, and the B.C. Interior to the south, and Alberta to the east, and Alaska and the Pacific Ocean to the west. The primary challenge for NHA is to administer and provide quality services across a large, sparsely populated region with significant recruitment and retention issues due to its northern location.

Appendix B: Ministry Contact Information

Ministry of Health (www.gov.bc.ca/health)
1515 Blanshard Street
Victoria BC
V8W 3C8
Toll Free in B.C.: 1 800 465-4911
In Victoria or from other areas: 250 952-1742

Health Insurance BC (www.hibc.gov.bc.ca)
Medical Services Plan
PO Box 9035 Stn Prov Govt
Victoria BC
V8W 9E3
Toll Free in B.C.: 1 800 663-7100
In Vancouver call: 604 683-7151

Health Insurance BC (www.hibc.gov.bc.ca)
PharmaCare
PO Box 9655 Stn Prov Govt
Victoria BC
V8W 9P2
Toll Free in B.C.: 1 800 663-7100
In Vancouver call: 604 683-7151

BC NurseLine
Toll Free in B.C.: 1 866 215-4700
In Greater Vancouver: 604 215-4700
Deaf and hearing-impaired: 1 866 889-4700

Ministry of Health — Health and Seniors Information Line
Toll Free in B.C.: 1 800 465-4911
In Victoria or from other areas: 250 952-1742

Vital Statistics Agency (www.vs.gov.bc.ca/index.html)
Mailing Address:
PO Box 9657 Stn Prov Govt
Victoria BC
V8W 9P3
General enquiries: 250 952-2681 (Victoria)

Agency Offices:

Visit a Vital Statistics Agency Office during the public office hours of 8:30 a.m. to 4:30 p.m., Monday to Friday:

VICTORIA
818 Fort Street
Phone: 250 952-2681
Fax: 250 952-2527

VANCOUVER
Room 250
605 Robson Street
Fax: 604 660-2645

KELOWNA
1475 Ellis Street, Room 101
Fax: 250 712-7598

PRINCE GEORGE
433 Queensway Street
Fax: 250 565-7106

Citizens' Services

Ministry of
Labour and
Citizens' Services

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia Ministry of Labour and Citizens' Services, see Ministry Contact Information on Page 42 or contact:

Ministry of Labour and Citizens' Services
PO BOX 9440
STN PROV GOVT
VICTORIA BC
V8W 9E2

or visit our website at
www.gov.bc.ca/lcs/

Published by the Ministry of Labour and Citizens' Services

Message from the Minister and Accountability Statement

I am pleased to present the 2007/08 Annual Report on behalf of the Ministry of Labour and Citizens' Services.

Our focus during 2007/08 was making British Columbia workplaces safer. "Grant's Law" — commemorating a young gas station attendant who was killed on the job — came into effect to require motorists to pay before they pump, along with new regulations to increase safety training for young workers.

We also introduced a series of measures to strengthen protection for farm workers. Today there are more enforcement officers and more inspections, new rules for operating farm labour contractor vehicles and new cross ministry initiatives to promote safety. We also brought in new legislation that allows for the suspension or cancellation of a farm labour contractor's licence for safety violations.

WorkSafeBC developed new standards to promote safety in the forest industry, following a comprehensive review of the occupational health and safety regulations pertaining to all aspects of the industry from falling to hauling. I'm pleased these new regulations came into effect in May 2008.

The Ministry continues to foster an employment environment that meets the needs of workers, unions, and employers. We also passed legislation which protects the civilian jobs of Canadian Forces Reservists who take leave to go into active service overseas. It also protects those reservists called upon by the Canadian Forces during domestic emergencies.

Citizens' Services continued to transform, deliver and promote public services which are cost-effective, accessible and responsive to the needs of B.C.'s citizens and businesses.

The first of many "Welcoming Offices" was opened by Service BC in Prince George to assist local residents with improved one-stop access to provincial government services. We look forward to celebrating that spirit of continual improvement during province-wide recognition of the 150th anniversary of Government Agents in B.C.

With 92 per cent of British Columbians living in connected communities, the Ministry focussed on bringing high-speed internet access to even more of our citizens. The province continues to support First Nations-led connectivity and capacity building initiatives. We remain committed to helping First Nations bridge the digital divide and working with the federal government to support industrial connectivity required for e-health and e-education applications. We are also supporting the First Peoples' Heritage, Language and Culture Council and the FirstVoices program to help community-based language teams document and preserve First Nations languages.

In 2007/08, we established the Capital Planning Secretariat, which provides advice to government on short and long term capital investment decisions.

Our Ministry continues to play an important role in the Province's environmental initiatives. Our energy management and Green Buildings programs are helping to reduce government's environmental impact, and we are "greening" the provincial vehicle fleet which now includes nearly 600 hybrid vehicles. Citizens' Services developed and assisted with the launch of the SMARTTEC travel emission calculator for government employee business travel, which enables travelers to understand the carbon impact of their travel choices. The Ministry's Distribution Centre Victoria offers a wide range of environmentally-friendly office supply products for use throughout government.

The Ministry continued enhancement of the *Freedom of Information and Protection of Privacy Act* by introducing a Bill that addressed several recommendations of the Special Legislative Committee that reviewed the Act. Bill 13 strengthened the Information and Privacy Commissioner's inquiry and review processes.

The Ministry is pleased to contribute to an accountable, open and transparent government by posting statistics quarterly about government's responses to access requests. We have reduced the average response time for all access requests.

I am very proud of the Ministry's many successes during the past year and extend my thanks to our enthusiastic and dedicated ministry staff throughout the province. It is through their commitment, expertise and innovation we can look back on another year of solid achievement.

O. Ilich

Honourable Olga Ilich
Minister of Labour and Citizens' Services

June 20, 2008

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Purpose of the Ministry

The Ministry of Labour and Citizens' Services comprises two distinct organizations, both with the focus of providing excellent service.

Labour provides services to employees, employers, unions and businesses in British Columbia to support a modern work environment; and Citizens' Services plays a leadership role in improving how government services and information are delivered to meet the needs of citizens, businesses and the public sector.

Labour sets the framework within which effective, mutually beneficial, healthy labour and employment relationships can flourish. In this context, Labour has overall responsibility for British Columbia's labour and employment statutes — including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers' Compensation Act* — and for the effective administration and enforcement of those statutes. The Employment Standards Branch, which administers the *Employment Standards Act*, provides education and enforcement activities for sectors where vulnerable workers are concentrated, enhancing the prevention component of the legislation, and increasing compliance. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of their respective statutes.

Labour promotes timely and accurate disposition of complaints as an essential component of a fair and balanced system of labour and employment law that is readily accessible to all stakeholders. Labour also actively promotes mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate. The premise is that the parties are best served by making use of every available means of resolving complaints or disputes before they escalate into complex litigation or strikes and lockouts.

Citizens' Services is the primary provider of government services and leads the transformation of service delivery across government. Citizens' Services delivers programs and services to citizens, businesses and the public sector, as well as providing corporate leadership and strategic direction for information management and information technology across government. It is also responsible for implementing and co-ordinating cross-government service delivery initiatives in support of the achievement of the Five Great Goals for the people of British Columbia.

Citizens' Services provides service to citizens and businesses through Service BC, the provincial government's chief provider of front-line services. Service BC assists citizens, businesses and visitors who are looking for information or services offered by ministries, agencies, the private sector or other governments (over 700 services on behalf of 80 programs). Service BC provides strategic management of the Province's online, front counter and call centre channels.

Shared Services BC provides many different services to government and other public sector customers including: procurement and supply; financial and business applications; information technology; payroll; accommodation and real estate; and strategic acquisitions and intellectual property. The Alternative Service Delivery Secretariat provides expertise, guidance and corporate oversight across government by identifying opportunities to transform the way government services are delivered. This includes increasing private sector involvement and structuring appropriate long-term private sector relationships to deliver value for money to the Province.

The Office of the Government Chief Information Officer is responsible for ensuring that government information and technology is managed and used effectively and efficiently as a tool to enable better delivery of services to citizens, businesses and the public sector. It is responsible for the security of government's information, and for the corporate privacy and information access functions of government, including the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act*, the *Document Disposal Act*, and the *Electronic Transactions Act*.

Labour

Highlights of the Year

In 2007/08, Labour continued to make great strides in its mandate to foster positive working relationships in safe and healthy workplaces, and to support strong provincial economic development and employment growth. Our workplace services promote dynamic work environments for employers and employees, leading to good, sustainable jobs while helping businesses compete and prosper.

The Ministry is dedicated to:

- Improving workplace safety.
- Ensuring fair treatment for employees and employers.
- Encouraging a healthy and productive labour relations climate.

Labour has also focused on protecting vulnerable workers; with a focus on safety, security, access to supports and information, supervision of children and youth, foreign workers, older workers and those working in key sectors, such as agriculture.

Achievements of the past year include:

- **Farm Workers** — Amendments were made to the *Employment Standards Act* to increase the safety of the transportation of farm workers. These amendments include the provision for the cancellation of a farm labour contractors licence for WorkSafeBC or motor vehicle contraventions, and the provision for an administrative fee to recover farm worker transportation costs when unsafe vehicles are taken out of service in roadside inspections.
- **New and Young Worker Orientation** — WorkSafeBC's regulations surrounding the orientation and training of new and returning workers became effective July 26, 2007. These regulations ensure that every new worker and returning worker is given health and safety orientation training specific to their workplace.
- **Forestry Safety** — WorkSafeBC has rewritten Part 26 of the Occupational Health and Safety Regulation to improve safety for workers in the forest industry. These amendments address a number of the issues raised in the Report by the Office of the Auditor General, entitled "Preventing Fatalities and Serious Injuries in B.C. Forests: Progress Needed" 2007/2008; Report 5, January 2008.

- **Grant's Law** — On February 1, 2008, Grant's Law took effect. The changes to the Occupational Health and Safety Regulation require mandatory prepayment for gasoline, and safe work practices and protection for vulnerable gas station workers.
- **Workers' Safety** — In 2007, WorkSafeBC conducted a review of the Occupational Health and Safety Regulation which included the transportation of workers and environmental tobacco smoke. On its website in March 2008, WorkSafeBC posted draft amendments to regulations that will be going to public hearings in June 2008.
- **Labour Board Timelines** — Amendments have been made to the *Labour Relations Code* to improve the timeliness of decisions rendered by the B.C. Labour Relations Board.
- **Labour Database** — Employers, unions, researchers and the public now have instant access to the latest information on collective agreements in British Columbia thanks to the creation of a new website resulting from the collaborative efforts of the Ministry of Labour and Citizens' Services, the B.C. Federation of Labour, the Business Council of British Columbia and the Labour Relations Board: www.bcbargaining.ca.
- **Community Development Trust** — On March 11, 2008, the federal government provided the province of British Columbia with the promise of $129 million dollars over the next three years to assist displaced workers in the forest industry. The Ministry of Labour and Citizens' Services is working closely with Ministry of Forests, Ministry of Advanced Education, Ministry of Community Services, and Ministry of Economic Development under the overall direction of the Minister of Economic Development in developing re-training, tuition, and transition-to-retirement programs for implementation in 2008/09.

Strategic Context

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offset weakness in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

Labour is committed in its effort to assist the Provincial Government in achieving its vision for British Columbia of being a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

As Labour's programs affect all working people in British Columbia, Labour faces an environment that can be characterized as having both opportunities and challenges.

Opportunities

- Continuing efforts to enhance British Columbia's labour relations environment to provide productive and more collaborative relationships will support government's Great Goal to create more jobs per capita than anywhere else in Canada.
- The legislative framework encompassing the *Workers Compensation Act*, the *Employment Standards Act*, and the *Labour Relations Code* recognizes that one size does not fit all in a modern and changing work environment, and provides the foundation for an expanded and diversified economy.
- Citizen-centred service improvements and other new proactive initiatives will lay the groundwork for ongoing labour stability and prosperity. These improvements and initiatives include: new initiatives to improve service timeliness and responsiveness; continuing to focus enforcement efforts to provide protection to those vulnerable workers who need it most; and the creation of the Provincial Council on SafeBC which, through its promotion of a safe British Columbia, will contribute to a stable British Columbia.
- Labour is committed to continuing to support it's staff in their development to ensure a skilled, motivated and client-focused workforce.

Challenges

- Continuing strong employment growth puts pressure on the labour market and increases the demand for skilled workers, and temporary foreign workers, which could contribute to labour relations pressures.
- Workplace fatalities and serious injuries in high hazard sectors such as forestry, construction and mining, in addition to an increase in less experienced workers who are at greater risk of injury, have all necessitated a continued emphasis on injury prevention and occupational health and safety initiatives, which are addressed by WorkSafeBC's activities.

Goals, objectives, strategies and performance measures with defined deliverables were developed in the *2007/08–2009/10 Service Plan*, and implemented over the past year to capitalize on the opportunities and mitigate the risks. The results are described more completely in the Report on Performance section of this document.

Report on Performance

Performance Plan Summary Table

Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance For greater detail see pages 14 to 16	**2007/08 Target**	**2007/08 Actual**
1.1 Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation		
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	96.5 – 98.5%	98.7% ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2005 – 2007)	0.95 – 1.05	1.08 SUBSTANTIALLY ACHIEVED
Percentage of respondents satisfied or very satisfied with[1]		
• Employers' Advisers Office services	> or = 90%	89% SUBSTANTIALLY ACHIEVED
• Workers' Advisers Office services	>73%	80% EXCEEDED

[1] These scores are from the *2006/07 Annual Service Plan Report* as surveys of the Employers' Advisers Office and the Workers' Advisers Office and are conducted biannually. The next scheduled survey is for later this year.

Goal 2: Timely and accurate case management and adjudication For greater detail see pages 17 to 19	**2007/08 Target**	**2007/08 Actual**
2.1 Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch		
2.2 Ensure timely decisions by administrative tribunals (Labour Relations Board, Employment Standards Tribunal, Workers' Compensation Appeal Tribunal)		
Cases disposed of within prescribed timelines:		
• Employment Standards Branch	>82%	89% EXCEEDED
• Employment Standards Tribunal	>75%	89% EXCEEDED
• Workers' Compensation Appeal Tribunal	100%	100% ACHIEVED
• Labour Relations Board backlogged cases	<10	29 NOT ACHIEVED
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal	<10%	4% EXCEEDED

Goal 3: Innovative dispute resolution processes For greater detail see pages 20 to 21	**2007/08 Target**	**2007/08 Actual**
3.1 Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution		
Proportion of Employment Standards Branch cases closed prior to adjudication	>78%	93% EXCEEDED
Percentage of mediation applications settled	>74%	74.3% ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance

The Ministry is responsible for three major statutes that have a direct impact on the working lives of all British Columbians: the *Employment Standards Act*; the *Labour Relations Code*; and the *Workers Compensation Act*. As part of this responsibility, the Ministry is responsible for the regulatory framework within the employment standards and labour relations areas, and for administration, education and awareness, enforcement and adjudication. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

> *British Columbia's economic growth is among the best in Canada.*
>
> *In 2006/07, unemployment was at its lowest level in 30 years and investment continued at record levels.*
>
> *— Province of British Columbia Annual Strategic Plan Report 2007/08–2009/10*

The premise of this goal is that prevention, early intervention and a service orientation in all of the Ministry's business areas are critical to the achievement of a labour and employment environment that is characterized by productive and mutually beneficial relationships and compliance.

Objective 1.1: Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation

Strategies:

- Ensuring the principles of early intervention and prevention are applied to expiring collective agreements in 2007, including those in municipalities and the coastal forests industry, where necessary and appropriate;
- Establishing SafeBC as the Community Against Preventable Injuries which is a partnership of the provincial government, public agencies and the private sector that is committed to increasing safety awareness and reducing the number of preventable injuries in British Columbia;
- Expanding pro-active educational initiatives that provide comprehensive information on employment standards, including continuation of work with industry and labour communities on educational and compliance initiatives;
- Continuing with initiatives to provide services in other languages; for example, the Employment Standards Branch has translated more of its information materials into five languages, undertaken an awareness campaign for vulnerable workers through an ethnic media campaign, and delivered sessions on both radio and television in the Asian and South Asian media;
- Developing new initiatives and continuing with existing initiatives aimed at maintaining and improving accessibility of Labour Relations Board services to all parties, and streamlining administrative requirements in order to be more responsive to the needs of employees, unions and employers; and
- Continuing with initiatives to provide direct workers' compensation assistance, guidance and service to workers and employers, and to focus on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.2%	96.5 - 98.5%	98.7% ACHIEVED

Data Source: Employment Standards Branch CASE Management System and BC STATS.

Discussion of Results

This performance measure shows the percentage of employers whose practices do not result in complaints for noncompliance with the *Employment Standards Act*. The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

The measure is calculated using Employment Standards Branch data which shows the number of employers who are the subject of one or more complaints and BC STATS data on the total number of business establishments with employees. The expectation is that the percentage of employers whose practices do not result in complaints being registered with the Branch will continue at their current very high levels, and that this will allow the Branch to continue to focus its compliance initiatives and activities on those sectors of the economy where vulnerable workers are most likely to be employed.

Performance Results

Performance Measure	Baseline	2006/07 Result	2007/08 Target	2007/08 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (three-year moving average, 2005 – 2007)	0.96	0.80	0.95 – 1.05	1.08 SUBSTANTIALLY ACHIEVED

Data Source: Statistics Canada, Labour Force Survey.

Discussion of Results

This measure is an indicator of the relative degree of labour peace and stability in British Columbia compared to Canada as a whole. It is calculated by dividing the number of person-days lost due to strikes and lockouts by the total size of the British Columbia labour force and comparing this figure with the same calculations across the entire country. A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost per capita) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been substantially achieved.

Two large strikes in British Columbia in 2007 (Coastal Forests and Vancouver municipal workers) account for the increase in person-days lost in 2007. Overall, the trend in British Columbia continues to be toward fewer disputes through an increased use of mediation to resolve collective bargaining as opposed to job disruption.

Goal 2: Timely and accurate case management and adjudication

The Employment Standards Branch and the Ministry's three administrative tribunals all have an important role to play in supporting government's commitment to enhance the efficiency and effectiveness of the delivery of public services.

Specifically, these areas are involved in managing complaints and issues that have been brought before them. And in all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders including vulnerable workers and small business.

Objective 2.1: Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch

Objective 2.2: Ensure timely decisions by administrative tribunals (Labour Relations Board, Employment Standards Tribunal, Workers' Compensation Appeal Tribunal)

Strategies:

- Continuing to improve the efficiency and effectiveness of the Employment Standards Branch decision-making through access to clear policy direction, sharing of best practices, and the development and delivery of appropriate training;
- Ensuring systems are in place to track productivity and adherence to timeliness targets for administrative tribunals;
- Establishing timelines for the disposition of cases before the Labour Relations Board; and
- Continuing with initiatives focused on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Results

Performance Measures	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Cases disposed of within prescribed timelines:				
• Employment Standards Branch	82% within 180 days	84.7%	>82%	89%[1] EXCEEDED
• Employment Standards Tribunal	73% within 90 days	80%	>75%	89%[2] EXCEEDED
• Workers' Compensation Appeals Tribunal	100% within 180 days[3]	100%	100%	100% ACHIEVED
• Labour Relations Board	37 backlog cases	21	<10	29[4] NOT ACHIEVED

Data Source:

[1] Employment Standards Branch CASE Management System.

[2] Provided by the Employment Standards Tribunal.

[3] Provided by the Workers' Compensation Appeals Tribunal. Under section 253 of the *Workers' Compensation Act*, the chair may extend the 180-day time frame due to the complexity of the proceedings or matter, or in response to the parties' request for delay.

[4] Provided by the Labour Relations Board.

Discussion of Results

This measure shows timeliness indicators for the various Ministry-operated areas and tribunals. In the case of the Employment Standards Branch, the Employment Standards Tribunal and the Workers' Compensation Appeals Tribunal, the measure is based upon case management statistics provided by each area.

In the case of the Labour Relations Board, the measure reflects the average number of cases that the Board considers to be in "backlog." In general, a case is considered to be in backlog if it has been assigned for more than 90 days and no hearing has been held, or where a hearing has been completed and more than 45 days have passed without a decision.

The targets as set out in the *2007/08 – 2009/10 Service Plan* have been met or exceeded by these three adjudicative bodies. However, the target for the Labour Relations Board has not been met.

Ministry Response

- Regarding the performance measure result, staffing at the Labour Relations Board was a serious concern in 2007/08. The Board was operating with 50 per cent of normal vice chair levels which affected the ability to reduce backlogged cases. At the end of May 2007, four new vice chairs were appointed to the Board resulting in the Board being fully staffed. These vice chairs have spent many months being trained in order to operate at full capacity. While the number of backlogged cases was reduced, it was this staffing challenge that resulted in the target not being achieved. However, despite these difficulties, the current backlog at the Labour Relations Board remains less than the 2004/05 baseline amount.

- In addition, amendments were made in early 2008 to the *Labour Relations Code* to improve the timeliness of decisions rendered by the Labour Relations Board. Corresponding regulations are being prepared to require the rendering of a final decision within a specified number of days.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal	11%	2%	<10%	4%[1] EXCEEDED

Data Source: Employment Standards Branch CASE Management System and Employment Standards Tribunal website.

[1] The reported percentage means the percentage of determinations that were appealed to the Employment Standards Tribunal.

Discussion of Results

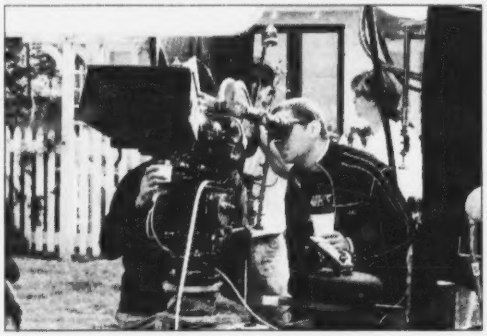
The Employment Standards Tribunal can cancel decisions issued by the Employment Standards Branch upon appeal in cases involving an error in the application of law or, in some instances, where new information became available after the Employment Standards Branch's original proceeding.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

The expectation is that the percentage of cancellations will decline in future years through continuing improvements in Employment Standards Branch decision-making, and through regulation and operational policy changes that will ensure alignment with the *Employment Standards Act* and its Regulation.

Goal 3: Innovative dispute resolution processes

This goal supports the Ministry's overall emphasis on fairness and balance, and promoting mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.



The premise of this goal is that making use of every available means of resolving complaints or disputes before they escalate into either complex litigation or strikes or lockouts best serves the interests of the parties. Specifically, early intervention and the use of alternative dispute resolution support timely, effective and fair resolution of complaints and disputes, and thus enable and encourage compliance.

Objective 3.1: Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution

Strategies:

- Encouraging the use and expanding the scope of collective bargaining mediation through the Labour Relations Board to encompass early intervention and relationship building;
- Ensuring that sector-specific initiatives undertaken by the Employment Standards Branch foster mutual co-operation between government, industry and employees, particularly as they relate to vulnerable workers;
- Utilizing education and pro-active measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication); and
- Promoting use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Proportion of Employment Standards Branch cases closed prior to adjudication	78%	85%	>78%	93% Exceeded

Data Source: Employment Standards Branch CASE Management System.

Discussion of Results

This performance measure demonstrates the extent to which early intervention and mediation have been used to resolve complaints without having to resort to formal adjudication.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been exceeded.

Ministry Response

The expectation is that the Employment Standards Branch will continue its focus on early intervention and alternative dispute resolution where appropriate, in order to ensure that complaints will be resolved in a timely, fair and effective manner.

The results for 2006/07 and 2007/08 demonstrate a trend in exceeding the stipulated target for early dispute resolution. Accordingly, the Ministry will be reviewing the target for this performance measure.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Result	2007/08 Target	2007/08 Actual
Percentage of mediation applications settled	74%	80%	>74%	74.3% ACHIEVED

Data Source: Provided by the Labour Relations Board. For applications made under Sections 55 and 74, if a mediator has reported out of a dispute at the request of one or more parties, the case is given a final disposition at that time. A settlement may be reached at a later date, but the case is not included in the percentage of applications settled. Therefore, the number of actual settlements is much higher than the reported figure.

Discussion of Results

This performance measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements without the parties engaging in strike or lockout activity.

The target for this measure as set out in the *2007/08–2009/10 Service Plan* has been achieved.

Goal 4: A corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team

The Ministry's labour goals and objectives require a cohesive corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team.

Objective: The Ministry's culture and leadership provide the foundation for high performance

Strategies:

- Ensuring a clear and shared understanding of direction and accountabilities through employee performance planning and division/branch planning processes;
- Ensuring that staff have the knowledge, skills and abilities to deliver Ministry goals, and engaging staff to fully participate in the achievement of those goals; and
- Continuing to implement the Human Resource Plan and its critical elements (work and wellness; professional development and workforce planning; and recognition).

The engagement and satisfaction of employees has been cited in several studies as an important predictor of client satisfaction. The execution of the strategies outlined above have contributed to the Ministry's ability to achieve the targets it set in its *2007/08–2009/2010 Service Plan*. However, there was a transition in service planning with the *2008/09–2010/11 Service Plan* to better accord with the priorities of the Ministry. While the Ministry will continue in the execution of these strategies, this goal will no longer be reflected in its Service Plans.

Citizens' Services

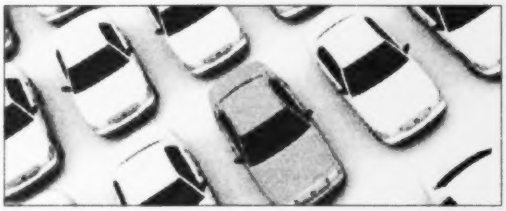
Highlights of the Year

In 2007/08, Citizens' Services continued to fulfill its mandate as a leader in transforming service delivery and promoting public services which are cost-effective, accessible and responsive to the needs of citizens and businesses. Achievements of the past year include:

Citizen-Centred Service Delivery — Citizens' Services made significant progress on strengthening government's capacity to deliver citizen-centred services. Key accomplishments in 2007/08 include:

- **WelcomeBC** — Service BC launched the Province's first comprehensive online tool for immigration (www.welcomebc.ca). WelcomeBC.ca targets prospective newcomers and new immigrants to British Columbia, providing information to help guide every aspect of the immigration journey — from the decision to select British Columbia, to all the information required to help newcomers settle into their new communities. This client-centred approach was the result of a partnership between the Ministry of Attorney General and Service BC.
- **Multilingual Service Delivery** — Approximately 20 Ministries and organizations worked together under the leadership of Service BC to develop a corporate approach to enhancing multilingual access to government's information and services. This will result in the establishment of seamless and comprehensive multilingual service delivery tools and processes across provincial government service channels.
- **BCeID** — The B.C. electronic identification program (BCeID) launched the Personal BCeID account in 2007/08. This major enhancement allows citizens to securely access British Columbia Government online services and also provides identity assurance to government service providers for the Personal BCeID account holders.
- **ePayments** — The ability to take credit card payments was implemented in all 59 Service BC Centres early in 2007. The uptake of this new procedure, which allows citizens to make credit card payments over the phone as well as in person, has been significant.

Carbon Neutral Government Initiatives — The Province has made a commitment to address the impact of climate change, which includes the goal to become carbon neutral by 2010. This commitment is, among other things, a massive initiative that will significantly affect the way government manages its operations. Citizens' Services has a key leadership role in this initiative and its contributions in 2007/08 included:



- **Government Hybrid Vehicles** — 142 hybrid vehicles were added to the provincial fleet bringing the number to 597 hybrids at the end of 2007/08. British Columbia now has the highest number of hybrid vehicles of any government fleet across Canada;
- Launch of the **Where Green Ideas Work** website (www.wheregreenideaswork.gov.bc.ca) to provide government staff with information about climate change and what government is doing about it. Key features of the website are the SMARTTool, which provides interactive information about a ministry's greenhouse gas emissions, and SMARTTEC (Travel Emissions Calculator), an online reporting tool to track emissions from government business travel.
- Workplace Technology Services is leading a government-wide **video conferencing initiative**, to leverage technology to support the reduction in government travel. This will result in a decrease in carbon emissions.
- Good progress was made on the Citizens' Services led **Green Buildings BC** program. At the 2007/08 Union of British Columbia Municipalities convention, 62 municipalities signed a charter committing to climate change targets which Green Buildings BC is expected to support. Expansion of the retrofit program to the public housing sector is in the planning stages and forms part of the Public Sector Energy Conservation Agreement that government signed with BC Hydro in November 2007.

Green Buildings BC

Management of the K-12 Surplus Real Estate Portfolio — The Accommodation and Real Estate Services division is leading the K-12 Real Estate Program, established in September 2007. Under this new program, Boards of Education were notified of potential alternative uses for surplus school properties. Work continues to develop agreements on alternate uses.

Driving value in service delivery transformation — Citizens' Services continued to work with public sector clients to ensure government can realize value for money through Alternative Service Delivery models. The expertise of the Alternative Service Delivery Secretariat in structuring appropriate long-term relationships with the private sector has been acknowledged by the Office of the Auditor General. In a review of Alternative Service Delivery procurement processes, the Auditor General found they substantially met the principles of procurement best practices and were clearly focused on refinement and continuous improvement.

Enhancing information access and privacy — In Spring 2008, government passed amendments to the *Freedom of Information and Protection of Privacy Act* in response to recommendations of the Special Legislative Committee that reviewed the Act. These included streamlining the Information and Privacy Commissioner's inquiry and review processes and requiring mandatory notification of disclosures of personal information that are not authorized by the Act. With the passage of these new amendments, government has now addressed a total of 11 of the 28 Special Committee recommendations.

The Ministry continues to support open and transparent government with the publication of statistics that demonstrate government's performance in responding to information access requests. These statistics are updated quarterly providing the public with a greater ability to monitor government's responses to access requests under the Act.[1] For example, response times have dropped significantly to an average of 34 business days in 2007/08.

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[1] Full details on government's performance related to access requests under the Act are at: www.cio.gov.bc.ca/services/privacy/Public_Sector/CRTSstats/default.asp. For example there were 4,352 requests in 1998/99 and 5,862 in 2007/08. In 1999/00 the average response time for access requests was 73 working days. In 2007/08 the average response time was 34 working days.

Strategic Context

Each year Citizens' Services examines the impact of the external and internal environment on its ability to achieve its goals and objectives. This examination assists in identifying key opportunities and challenges needing to be addressed in strategies, operating plans and budgets.

Opportunities

- Improve accessibility for citizens, businesses and the public sector to integrated, cost-effective government services over a variety of channels.
- Identify new business areas across government with potential to deliver better services, reduce costs, increase revenues and/or transfer risk to private sector partners.
- Continue to shift the role of Citizens' Services from provider of commodities to partner in developing and supplying innovative and integrated business solutions.
- Develop and promote innovative solutions for high performance environmental standards in response to government's commitment to environmental sustainability.

Challenges

- Service delivery channels and infrastructure must be secure and privacy must be maintained. Integrated service delivery also depends on having broadband internet infrastructure accessible in all B.C. communities.
- Achieving service integration and citizen-centred service delivery is complex and involves working with multiple stakeholders to understand and manage their expectations, while dealing with the intricacies and evolution of technology and resource capacity.
- Being a leader in innovative service delivery with an increased focus on citizens and integration strategies requires investment and the ability to attract and retain a talented and appropriately skilled workforce in an increasingly competitive marketplace.

Report on Performance

Performance Plan Summary Table

Goal 1: Excellence in service quality: **— positive service experiences** **— easy access to services** For greater detail see pages 28 to 31	**2007/08 Target**	**2007/08 Actual**
1.1 Increased citizen, customer and client satisfaction with: service availability; service usability; and service delivery		
Customer (end-user) satisfaction:		
• Service BC (public)	> or = 96%	96% Achieved
• Shared Services BC (public sector staff) (index)	Baseline Year	72%
Citizen satisfaction with provincial government services	Baseline Year	54 out of 100 (overall satisfaction score)

Goal 2: Effective government services — the right services at the right price For greater detail see pages 31 to 34	**2007/08 Target**	**2007/08 Actual**
2.1 Predictable and transparent shared services costs		
2.2 Value for money		
2.3 Innovations and process improvements to support government-wide effectiveness		
Information technology investment in end-user productivity compared to industry's most effective and efficient information technology service delivery organizations	Increase closer to world class standard	80.6% Achieved
Payroll costs per employee paid per year	24% cost reduction over base ($320)	25% cost reduction over base ($317) Exceeded
Central procurement operational costs as a percentage of value of total goods and services purchased	< or = 1%	0.83% (12 Quarter rolling average) Achieved

Goal 3: Public confidence in government's electronic service channels For greater detail see pages 34 to 37	**2007/08 Target**	**2007/08 Actual**
3.1 Ensure secure information to build and maintain public confidence		
3.2 Strengthen information and technology infrastructure processes and practices across government		
Percentage of First Nations with access to broadband facilities	Baseline Year	42% (85 of 203 First Nations)
Compliance with the ISO/IEC 17799:2005 information security standard	Improvement over previous year	3.0 out of 4 Achieved

Goal 4: An aligned, engaged and capable organization For greater detail see pages 37 to 38	**2007/08 Target**	**2007/08 Actual**
4.1 The Ministry's leadership and culture provide the foundation for high performance	Increase in customer and client satisfaction	See Goal 1

Goals, Objectives, Strategies and Performance Results

Goal 1: Excellence in service quality:
— positive service experiences
— easy access to services

This Ministry is leading the cross-government Citizen-Centred Service Delivery initiative to transform public services by making them more responsive to the needs of citizens. Government services are offered through many different channels (telephone, online, mail, in person). For example, Service BC provides telephone access to services that can be translated into 150 languages. This Ministry solicits feedback from customers and citizens about the services they are receiving, and uses this information to continuously improve the availability, usability and delivery of these services to ministries and the broader public sector.

Objective 1.1: Increased citizen, customer and client satisfaction with: service availability, service usability and service delivery

Strategies:

- Integrate/co-ordinate government services to better meet the service needs of citizens;
- Implement a service excellence framework and establish a single brand for provincial government services, channels and delivery points;
- Make government service centres/offices more welcoming;
- Continuously improve access to and quality of service; and
- Work with the BC Public Service Agency and ministries in developing employee recruitment, retention and development strategies to strengthen government's capacity to deliver citizen-centred services.

Performance Result

Performance Measure	Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Customer (end-user) satisfaction:				
Service BC (public)[1]	96% (2004/05)	96%	> or = 96%	96%[1] ACHIEVED
Shared Services BC (public sector staff) (index)	(2007/08)	N/A	Baseline Year	72%[2]

Data Source: BC STATS.

[1] This measure is a weighted average, based on the volume of customers served by two channels: Service BC Centres and the Service BC Contact Centre. Survey results apply to customers that reported they were "satisfied" or "very satisfied" with the quality of the services they received through the two channels.

[2] The baseline for this measure is based on a new shared services customer satisfaction measurement approach implemented in 2007/08. Accommodation and Real Estate Services is now included in the calculation of the baseline. The baseline is an index consisting of the 2007/08 overall satisfaction ratings for the six shared services lines of business: Accommodation and Real Estate Services; Common Business Services (CBS) — Corporate Accounting Services; CBS — Strategic Acquisitions and Intellectual Property; CBS — Procurement and Supply Services; Workplace Technology Services (WTS); and WTS — Human Resource Management Systems.

Discussion of Results

This performance measure demonstrates how satisfied citizens and customers are with the availability, usability and delivery of services they receive when they access government programs and information. The measure is based on two customer satisfaction ratings: citizen satisfaction with the Service BC service delivery channels; and public sector staff satisfaction with the delivery of internal services provided by Shared Services BC.

Service BC (public)

This measure demonstrates how satisfied citizens are with the quality of service they receive through Service BC service channels. The rating is based on surveys of the satisfaction of citizens when they access government programs and information through two main service delivery channels — in-person service provided by Service BC Centres and toll-free phone service provided by the Service BC Contact Centre.

Overall satisfaction with the services provided through these two Service BC channels is high among British Columbians. Based on surveys conducted in February and March 2008, 96 per cent of customers reported being satisfied with the service they received. This high rate of satisfaction is consistent with the results from 2006/07.

Shared Services BC (public sector staff)

This performance measure demonstrates how satisfied public sector staff are with the availability, usability and delivery of internal shared services (e.g., information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate) provided by Shared Services BC.

A new shared services customer satisfaction measurement approach was implemented in 2007/08 with the intent of enhancing the validity, reliability, usability and comparability of annual customer survey results across the shared services lines of business. The new Shared Services customer satisfaction rating is an indexed rating of the average of the overall satisfaction question result for designated product and service groupings for each shared services business area. A discussion about the new approach is provided in the 2007/08 Citizens' Services Performance Measures Methodology Report.

The 2007/08 customer satisfaction rating for shared services was 72 per cent. This result forms the baseline for this measure. The results for the individual lines of business ranged from 82 per cent to 54 per cent. Future targets for this measure have been defined with reference to performance expectations that are attainable, but reflect continuous improvement objectives.

Performance Results

Performance Measure	Baseline	2007/08 Target	2007/08 Actual
Citizen satisfaction with provincial government services	2007/08[1]	Baseline	54 out of 100 (Overall satisfaction score)

Data Source: BC STATS.

[1] The baseline for this measure is based on the first BC Citizen Satisfaction Survey which was conducted in Spring 2007.

This is a new citizen satisfaction measure that reports how British Columbians rate the services they receive from the provincial government overall. The measure reflects citizens's perceptions with Government in general, rather than their satisfaction with the programs or services of specific ministries.

This is the first province-wide survey to measure citizen satisfaction with provincial government services across all Ministries and program areas. The 2007 results established a baseline rating of 54 out of 100.[2] The baseline result is consistent with the results of the most recent cross-Canada survey[3] in which British Columbians rated the quality of government services at the same level or higher than the national average. High level conclusions derived from the 2007 survey results indicate: citizens exhibit lower satisfaction scores when asked about their overall perceptions of government services than when asked about specific services they have received; citizen satisfaction scores are increasing steadily across survey cycles; and, most citizens get what they need when they access government services.

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[2] This is a "mean score" which is calculated by converting a five point scale where 1 is very dissatisfied and 5 is very satisfied into a scale ranging from 0-100.

[3] Citizens' First 4, Institute for Citizen-Centred Service and the Institute of Public Administration, November 2005.

The survey results will be used to improve service delivery going forward. Transforming the approach to delivering services to citizens is a priority for government and strong foundations are already in place for a collaborative cross-government approach through government's Citizen-Centred Service Delivery initiative. As the lead Ministry for this initiative, Citizens' Services will measure and report on the overall quality of provincial government services in British Columbia starting in fiscal 2008/09.

Client satisfaction with shared services.

In 2007/08, work continued on the development of a new approach for measuring client satisfaction. Clients of Citizens' Services are the senior decision-makers in ministries who purchase the multi-channel service delivery offerings of Service BC and the internal corporate support services provided by Shared Services BC.

The objective for this measure is to provide an indication of how successful Citizens' Services is in meeting client expectations and service requirements. This is particularly important with the new aligned approach among the Citizens' Services lines of business to better deliver services to clients. By monitoring client perceptions about its services, Citizens' Services can refine its service delivery processes and drive satisfaction to higher levels. The success of this new approach will be reflected in the results of the client satisfaction measure.

Goal 2: Effective government services — the right services at the right price

This goal supports government's continued commitment to enhance the efficiency and effectiveness of the delivery of public services through a shared services model including: information technology; payroll; procurement and supply; strategic acquisitions and intellectual property; financial and business applications; and accommodation and real estate. This service delivery model, initiated in 2003, allows ministries to focus on their program activities and Shared Services BC to focus on gaining efficiencies and improving the delivery of these services.

Citizens' Services also assists ministries in exploring and analyzing alternative service delivery models and provides oversight to ensure that large outsourced contracts are well managed and create the best possible value for taxpayers. Savings to government are also achieved by driving down costs through aggregating demand and fair and open competitive tendering, and also by integrating government services (cross-Ministry as well as with other levels of government) to reduce redundancy and duplication while improving service.

Objective 2.1: Predictable and transparent shared services costs

Objective 2.2: Value for money

Objective 2.3: Innovations and process improvements to support government-wide effectiveness

Strategies:

- Initiate and promote innovation and integration in service delivery including alternative service delivery;
- Incorporate the principle of sustainable environmental management in the procurement and delivery of goods and services and in the management of the Ministry's real estate portfolio;
- Use government's procurement leverage to reduce costs; and
- For services to government — improve business and financial management tools to provide better and more predictable information for decision-making.

Performance Results

Performance Measure	2004/05 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Information technology investment in end-user[1] productivity compared to industry's most effective and efficient information technology service delivery organizations	77% of world class standard[2]	79% of world class standard	Increase closer to world class standard	80.6% ACHIEVED

Data Source: Hackett Information Technology Benchmark Study 2004/05.

[1] End-users are individuals with access to government's internal technology such as computers and applications.

[2] Performance is compared against the external IT benchmark conducted by the Hackett Group. The baseline for this measure is the total cost of government's Information Technology infrastructure for fiscal year 2004/05 expressed as a percentage of the world class standard. Hackett defines world class as a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America.

Discussion of Results

This measure is a comparative indicator on the amount of information technology (IT) spending per end-user across the government enterprise. It is an external benchmark that provides a comparison of the British Columbia government's information technology shared service to like or similar organizations across North America that have been identified as industry's most effective and efficient (world class) organizations. Reliable and high performing information technology services are a significant contributor to the productivity of government employees who are increasingly dependent on the availability and performance of information technology systems to support the services they provide.

The baseline for this measure is the total cost of government's information technology infrastructure for the fiscal year 2004/05 expressed as a percentage of the world class standard. The objective of this measure is to strike an appropriate balance between effective service delivery and the fiscal responsibilities of government.

The amount of IT infrastructure investment at WTS, per end user has increased from 79 per cent of the world class standard in 2006/07 to 80.6 per cent in 2007/08. This is an increase of 3.6 percentage points over the 2004/05 baseline of 77 per cent.

Performance Results

Performance Measure	2003/04 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Payroll costs per employee paid per year	$421	21% cost reduction over base ($333)	24% cost reduction over base ($320)	25% cost reduction over base ($317) EXCEEDED

Data Source: Hackett Payroll Benchmarking Study 2003/04.

Discussion of Results

This measure tracks the efficiency of government's payroll process. The total cost is made up of the following components: staffing, outsourcing, systems and overhead. The measure is calculated by dividing the total cost of these components by the average number of employees paid in a fiscal year.

In 2007/08, the Provincial Human Resource Management System partnership successfully reduced payroll costs by 25 per cent over base. This result exceeded the 2007/08 target of reducing costs by 24 per cent over the base. The 2007/08 result represents a continued trend of improvement over the initial forecast. Payroll costs in 2006/07 were a three per cent improvement over the initial forecast. The improved results have been achieved through a stable client base, lower than expected-inflation rates and increases in efficiency by automating and streamlining business processes.

Performance Results

Performance Measure	2004/05 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Central procurement operational costs as a percentage of value of total goods and services purchased[1]	0.72% (3-year rolling average)	0.75% (12 Quarter rolling average)	< or = to 1%	0.83% (12 Quarter rolling average) ACHIEVED

Data Source: Purchasing Services Branch.

[1] The industry standard for this measure changed in 2006/07 and performance is now benchmarked against the standard established by the Centre for Advanced Procurement and Supply Research. This change does not impact the baseline and calculation of results.

Discussion of Results

This measure evaluates the efficiency of the government's central procurement services by calculating the percentage of total contract value spent on procurement activities.

Purchasing Services Branch achieved its target of total operating costs at one per cent or less. A value of near one per cent indicates balanced resource efficiency and cost effectiveness in the delivery of procurement services. Year over year variation in the percentage is attributable to increases and/or decreases in the total value of purchases between years.

Prior to 2006/07, Citizens' Services reported based on a rolling three-year average. The frequency of measurement was increased in 2006/07 to provide a more accurate result that takes into account the cyclical nature of procurements.

This measure has not been included in the *2008/09–2010/11 Service Plan*. Purchasing Services Branch manages its costs, and its activities directly impact the prices paid for individual goods and services. The total value of procurements, i.e., the volume of what is being purchased, is largely determined by the business requirements of the Branch's customers. As a result, the Branch's ability to affect changes that influence this specific performance measure is limited.

Goal 3: Public confidence in government's electronic service channels

The ability to integrate government services and information to provide better service to citizens is dependent upon the provision of a secure broadband internet infrastructure, common information technology standards, and integrated information and technology architectural planning. Maintaining the integrity, confidentiality and availability as well as appropriate access to the large volume of provincial government information, is an on-going priority. Governance (led by the Office of the Government Chief Information Officer) is required to ensure there are common data systems, common standards, rules and a means to ensure they are followed. Good governance depends on a well-developed legislative and policy framework to protect individual privacy, enable improved system interoperability and data sharing, and ensure the security of government's information and applications.

Objective 3.1: Ensure secure information to build and maintain public confidence

Objective 3.2: Strengthen information and technology infrastructure processes and practices across government

Strategies:

- Enable broadband access to British Columbia communities (including 203 First Nations) as recommended by the Premier's Technology Council;
- Develop and implement provincial standards for governance and a framework for Information Management/Information Technology in the Provincial government;
- Enable citizen identity authentication and authorization to provide simple, safe and secure access to allow citizens to get services from, and do business with, government online;
- Improve security of government information within a risk management framework; and
- Encourage and enable government use and development of Information Management/ Information Technology assets across the broader public sector.

Performance Results

Performance Measure	Baseline	2007/08 Target	2007/08 Actual
Percentage of First Nations with access to broadband facilities	2007/08[1]	Baseline Year	42% (85 of 203 First Nations)

Data Source: Network BC.

[1] The baseline for this measure was confirmed based on the completion of broadband assessments in mid-2007.

Discussion of Results

This performance measure demonstrates the level of success in providing First Nations with access to broadband facilities.

The baseline and targets for this measure were confirmed based on the completion of broadband assessments in mid-2007. The original timeline/target for providing connectivity to 203 First Nations has been extended as a result of scope changes required to accommodate community feedback and needs.

Through a process of collaboration with First Nations organizations, broader public sector organizations and the private sector that have an interest in providing services to and for First Nations, the Provincial government will work with the federal government towards ensuring that 203 First Nations have broadband access. The Province has also allocated funding to this initiative.

By brokering strategic relationships, influencing the telecommunications environment, and facilitating results, Network BC influences the private sector to provide high speed connectivity to unserved and underserved communities.

Performance Results

Performance Measure	2006/07 Baseline	2007/08 Target	2007/08 Actual
Compliance with the ISO/IEC 17799:2005 information security standard[1]	2.9 out of 4[2]	Improvement over previous year	3.0 out of 4 ACHIEVED

Data Source: Information Security Branch, Office of the Government Chief Information Officer.

[1] An internationally recognized, comprehensive set of controls made up of best practices in information security management.

[2] The baseline is a government-wide rating based on individual Ministry Security HealthCheck assessments conducted for the first time in the 2006/07 fiscal year. The baseline of 2.9 out of 4 is the average level of security compliance across government based on the results of 19 Ministry security reviews completed in 2006/07. The Security HealthCheck assessment is conducted annually and measured against compliance to ISO/IEC 17799:2005 security standard.

Discussion of Results

The information security performance rating provides an overall rating of the effectiveness of government's information security arrangements compared to an international standard. Tracking the level of alignment with a robust standard provides important information in the development of government's strategy to maintain and improve the security of its information and technology infrastructure processes.

The performance rating is based on the Information Security Forum's compliance assessment framework. The Information Security Forum uses the Security HealthCheck self-assessment tool to assess the compliance of the government's information security compared to the

ISO/IEC 17799:2005 international standard. The standard provides guidelines on what security controls should be implemented, based on industry best practices, practical insights and experiences of major organizations. The Security HealthCheck tool measures the degree of compliance with 179 control areas on a scale of zero to four. In 2006/07, the information security performance rating was 2.9 out of 4, which is the average level of security compliance across government based on the results of 19 Ministry security reviews. This score represents the information security compliance baseline, which was slightly above the average rating for compliance with the security standard.

In 2007/08, the government information security performance rating average increased to 3.0 out of 4 which is slightly above the 2006/07 baseline. The increase in the performance rating was attributed to improvements in slightly more than half of the control areas in the security assessment. This result is consistent with the target set for this measure which is to progressively improve compliance over the previous year.

Goal 4: An aligned, engaged and capable organization

In order to lead the transformation of service delivery across government, Ministry staff must be customer-focused and results-oriented. They must also have the knowledge, skills and support to enable them to develop and implement innovative service delivery solutions.

Objective 4.1: The Ministry's leadership and culture provide the foundation for high performance

Strategies:

- Ensure a clear and shared understanding of the direction and deliverables associated with citizen-centred service delivery and the Ministry Service Plan;
- Develop and implement an integrated service delivery business model across the Ministry;
- Attract, retain and develop the staff we need to deliver our business today and in the future; and
- Ensure that information and technology are leveraged within the Ministry to help achieve Service Plan goals and objectives.

Employee engagement translates directly into the ability to deliver exceptional services that meet the expectations of citizens, clients and customers. An engaged workforce allows for a positive, healthy and productive work environment. In 2007/08, Citizens' Services undertook a number of initiatives to create such an environment and position its people to achieve the goals and targets set in its Service Plan.

- Citizens' Services worked with its employees to develop a new vision that will help guide its work to 2010 and beyond. Garnering employee input at the beginning of this process will ensure programs are designed and delivered with a common, service-quality vision throughout the organization.
- Building capacity to address the needs of tomorrow was a key objective of recruitment in 2007/08. Co-op student placements doubled over the previous year, the number of Ministry employees under the age of 29 increased from 2.8 per cent to 9.8 per cent and 22.6 per cent of all permanent hires were under 30.
- In Fall 2007, Citizens' Services embarked on a major training and development initiative which resulted in a 120 per cent increase in course enrolment. The orientation program for new employees which is intended to support a smooth transition into the public service was continued and expanded to offer sessions to current employees. An internal "book club" for employees, "Books for Breakfast," was launched as part of the Ministry's leadership learning series.
- A three-year "Being the Best" Workforce Plan was developed with input from the new Human Resources Advisory Council, which represents a cross-section of the employees of Citizens' Services. The Workforce Plan outlines the people strategies that will be continued, developed and implemented in the coming years in response to business requirements, demand, opportunities and challenges facing the people and business lines in Citizens' Services.
- An important part of retaining staff is keeping them engaged, and this can only be done effectively through knowledge of how they feel about their jobs. Citizens' Services 2007 engagement score of 65 points is higher than the government average score of 63, and represents a three-point increase over the Ministry's 2006 results. Specific areas of improvement included organizational satisfaction, executive-level management, physical environment and tools, and teamwork and respectful environment.

In 2007/08, the Ministry made its first foray into leveraging social media technologies to enhance two-way communication and employee engagement. The "Deputy's Corner" blog, one of the first deputy minister blogs in government, was launched. The blog will allow employees to engage in a dialogue with the deputy minister on various topics that align with key Ministry priorities.

Report on Resources

As a shared services organization, a large portion of the Ministry of Labour and Citizens' Services operates on a cost-recovery basis. This portion of the Ministry receives a voted appropriation of only $1,000 — driving them to operate in a disciplined, business-like manner. This "1,000 vote structure" means that at the end of the fiscal year, expenditures must not exceed recoveries by more than $1,000. As a result, the voted appropriation of approximately $97.507 M in 2007/08 was less than one-third of the Ministry's gross budgeted expenditures which were $310.451 M. Total capital expenditures for the year were $98.33 M, which was $14.05 M over the initial allocation of $84.27 M. The additional capital expenditure was approved by Treasury Board to support the development of an integrated case management system on behalf of client ministries. For fiscal year 2007/08, the Ministry had a Full-Time Equivalent staff allocation of 2,195. Due to recruitment lag, the Ministry actually utilized 2,182 Full-Time Equivalents in fiscal year 2007/08.

Labour Programs

This sub-vote provides for services promoting harmonious labour and employment relations including oversight of the *Employment Standards Act* and the *Labour Relations Code;* the operations of the Labour Relations Board, and for other labour relations initiatives; the administration of the *Employment Standards Act*; the operations of the Workers' Compensation Appeal Tribunal, and the Workers Advisers' and Employers' Advisers' Officers.

Labour Programs reported a $0.247 M surplus. The under expenditure was due primarily to recruitment lag.

Services to Citizens and Businesses

This sub-vote provides for service delivery to the public and co-ordinates cross-government service delivery initiatives to improve services to citizens and businesses, including planning and development, over the counter, telephone and online channel services.

This sub-vote also provides for the production of economic, social, business and demographic statistical information along with data dissemination, survey and analytic services for government under the *Statistics Act*.

Service to Citizens and Businesses reported a $0.954 M over-expenditure as a result of ongoing operation and enhancement of the Service BC service channels including web-based and Service BC Contact Centres.

Services to the Public Sector

This sub-vote provides for service delivery and administration of government's internal shared services through a 1,000 Vote. Activities include Accommodation and Real Estate Services; Common Business Services including corporate Procurement and Supply Services, Strategic Acquisitions and Intellectual Property, and the Corporate Accounting Services; Workplace Technology Services including client and corporate operations, workstation support, network, hosting, applications and service integration, communications infrastructure, and Human Resource Management Systems and payroll services; and, Alternative Service Delivery services.

Surplus of $10.279 M was identified across all program areas and resulted from a number of factors including recruitment lag, savings related to reduced energy costs in facilities and lower than anticipated operating and maintenance costs.

Governance

This sub-vote includes the Office of the Chief Information Officer and Capital Planning Secretariat and provides for overall government strategic information and technology planning as well as the development of policies and programs to support government initiatives and corporate activities and programs that support cross-government specialized functions including long-term information management and technology planning, information security, records management, privacy protection and information access.

Over expenditure of $5.858 M relates to approved spending for the First Nations Connectivity Project to assist in the planned broadband connection of up to 203 communities.

Executive and Support Services

This sub-vote provides for the office of the Minister of Labour and Citizens' Services, and includes salaries, benefits, allowances and operating expenses of the minister and the minister's staff. It also provides for executive direction of the Ministry and administrative support services including legislative and policy support, planning and performance management and internal communications.

Executive and Support Services reported $1.410 M in savings due in part to recruitment lag and savings identified to offset funding pressures identified elsewhere within the ministry.

Resource Summary Table

Operating Expenses, Full-Time Equivalents and Other Financing Transactions — Ministry of Labour and Citizens' Services

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Labour Programs	17,170		17,170	16,923	(247)
Citizens' Services					
Service to Citizens and Businesses	31,840		31,840	32,758	954
Services to the Public Sector	4		4	(10,275)	(10,279)
Governance	33,081		33,081	38,939	5,858
Executive and Support Services	15,448		15,448	14,038	(1,410)
Total	**97,507**		**97,507**	**92,383**	**(5,124)**
Full-time Equivalents (FTEs)					
Labour Programs	367		367	349	(18)
Citizens' Services					
Service to Citizens and Businesses	383		383	370	(13)
Services to the Public Sector	1,272		1,272	1,297	25
Governance	124		124	131	7
Executive and Support Services	49		49	37	(12)
Total	**2,195**		**2,195**	**2,182**	**(10)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Labour Programs	3,161		3,161	634	(2,527)
Citizens' Services					
Service to Citizens and Businesses	777		777	159	(618)
Services to the Public Sector	79,609	14,059	93,668	97,315	3,647
Governance	719		719	217	(502)
Executive and Support Services	6		6	6	0
Totals	**84,272**	**14,059**	**98,331**	**98,331**	**0**

Ministry Contact Information

Labour

Department	Telephone	Website
Labour Relations Board	604 660-1300	www.lrb.bc.ca
Employment Standards Tribunal	604 775-3512	www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800 1 800 663-2782*	www.wcat.bc.ca
WorkSafeBC	1 888 621-SAFE (7233)* 1 866 WCB-HELP (922-4357) after hours*	www.worksafebc.com

Location	Employment Standards Branches	Employers' Advisers Offices	Workers' Advisers Offices
Abbotsford		604 870-5492 1 866 870-5492**	604 870-5488 1 888 295-7781*
Burnaby	604 660-4946		
Campbell River			250 830-6526 1 888 643-0013*
Dawson Creek	250 784-2390		
Kamloops		250 828-4397 1 866 301-6688**	250 371-3860 1 800 663-6695*
Kelowna	250 861-7404	250 717-2050 1 866 855-7575**	250 717-2096 1 866 881-1188*
Nanaimo	250 390-6186	250 741-5500 1 866 827-2277**	250 741-5504 1 800 668-2117*
Nelson	250 354-6550	250 354-6139 1 877 877-5524**	250 354-6933 1 866 354-6933*
Prince George	250 565-6120	250 565-5285 1 888 608-8882**	250 565-4280 1 800 263-6066*
Richmond		604 713-0303 1 800 952-2233**	604 713-0360 1 800 663-4261*
Surrey	604 586-4251		
Terrace	250 638-6525		
Victoria	250 952-0469	250 952-4821 1 800 663-8783**	250 952-4393 1 800 661-4066*

* Toll-Free in B.C.

** Toll-Free in B.C. and Alberta.

Citizens' Services

Department	Telephone	Website
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1 800 663-8767	www.servicebc.gov.bc.ca
Service BC - BC OnLine	250 953-8250	www.bconline.gov.bc.ca
Service BC - BC STATS	250 387-0327	www.bcstats.gov.bc.ca
Shared Services BC	NA	www.sharedservicesbc.gov.bc.ca
Shared Services BC — Strategic Acquisitions and Intellectual Property	250 387-1457	www.saip.gov.bc.ca
Shared Services BC — Accommodation and Real Estate Services	250 952-8500	accommodationandrealestate.gov.bc.ca
Shared Services BC — Procurement and Supply Services	250 387-3309	www.pss.gov.bc.ca
Government Chief Information Officer	250 356-6118	www.cio.gov.bc.ca
Freedom of Information and Privacy	250 356-1851	www.lcs.gov.bc.ca/privacyaccess/index_foi.htm

Annual Service Plan Report Appendices

Please visit our website at: www.labour.gov.bc.ca/pubs/service_plan.htm to view the following appendices:

Glossary of Terms

List of Crowns, Agencies, Boards and Commissions

List of Legislation Administered by the Ministry

Solicitor General

Ministry of
Public Safety
and Solicitor General

2007/08
Annual Service Plan Report

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Ministry of Public Safety and Solicitor General,
see Ministry Contact Information on Page 34.

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Message from the Minister and Accountability Statement

I am pleased to introduce the Ministry of Public Safety and Solicitor General *2007/08 Annual Service Plan Report*. This report provides an update on the Ministry's accomplishments during the fiscal year that ended March 31, 2008.

The Ministry continues to demonstrate leadership in the many areas its portfolio encompasses, including corrections, law enforcement, crime prevention, victim services, coroners service, road safety, fire safety, emergency management, liquor and gaming management and regulation, and consumer protection policy.

In 2007/08, high-profile incidents brought organized crime and gang violence to the forefront of the public's safety concerns. The Province continues to fight back strategically, with more officers, the most integrated and joint-forces police operations in Canada, and leading edge crime-fighting and communications technology.

Notably, British Columbia has 925 more police on the streets than five years ago, plus ten major integrated teams which are helping police to avoid duplication, optimize efficiency and increase public safety. Included are integrated teams dedicated to gangs, organized crime and homicides. In November 2007, their efforts were augmented by the creation of the Gang Violence Suppression Team — one of the largest street-level gang violence task forces B.C. has ever seen. In less than four months, the Team checked over 6,000 people and 8,700 vehicles. Its work generated nearly 1,000 intelligence reports and led to 48 criminal charges.

British Columbia remains one of two Canadian provinces with active civil forfeiture programs. Over the past two years, the Province's actions have seen the forfeiture of more than $4 million in assets acquired by, or used in, unlawful activity, with proceeds going to support victims and community crime prevention and remediation efforts.

Our leadership also extends to formally addressing one of the most dehumanizing, growing areas of criminal activity. In July 2007, B.C. became the first and only province in Canada with an Office to Combat Trafficking in Persons. This office is leading our efforts to eliminate what the United Nations has recognized as a crime against humanity.

When questions arose about the integrity of British Columbia's retail lottery system, the Province responded quickly and vigorously. In May 2007, we accepted all 23 of the B.C. Ombudsman's recommendations to the British Columbia Lottery Corporation to improve procedures related to retailer lottery winnings and prize validation. My office requested a further, independent review by the firm of Deloitte & Touche LLP, which yielded 44 additional recommendations. In the months since, the Ministry has made solid progress on all recommendations accepted from both reports.

The Ministry of Public Safety and Solicitor General *2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08–2009/10 Service Plan*. I am accountable for those results as reported.

John van Dongen

Honourable John van Dongen
Minister of Public Safety and Solicitor General

June 20, 2008

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Highlights of the Year

There were many significant accomplishments made throughout the Ministry of Public Safety and Solicitor General during 2007/08. A selection of these accomplishments is presented here.

Strengthening Law Enforcement Province-wide

British Columbia achieved a North American milestone in police intelligence-gathering and information-sharing, completing linkage of all 13 independent police agencies and 110 RCMP detachments through the Police Records Information Management Environment. PRIME-BC is an online data sharing system that allows officers throughout the province to share up-to-the-minute information regarding crimes and suspects, missing persons and stolen property.

Enhancing Policing for First Nations

The Squamish and Tsleil-Waututh Integrated Aboriginal Policing Unit was created by the RCMP with funding from the Ministry and in partnership with the West Vancouver Police Department. The new unit delivers police services that are community-focused, culturally sensitive and responsive to the needs of the Squamish and Tsleil-Waututh First Nations.

Removing the Profit Motive from Crime

The Ministry is continuing to remove the profit motive from crime and other illegal activities through the growing success of its Civil Forfeiture Program. Under British Columbia's *Civil Forfeiture Act*, the Province can apply to the Supreme Court of British Columbia for the forfeiture of assets acquired by, or used in, unlawful activity. Proceeds recovered through the program are used to compensate eligible victims, fund crime prevention activities and remedy the effects of crime, and cover costs related to administration of the Act. During 2007/08, 76 files were referred to the program by enforcement agencies in B.C., and more than $2.8 million in assets were recovered.

Supporting Communities and Assisting Victims

Communities across British Columbia are sharing in $500,000 from civil forfeiture proceeds. The Province invited local governments, community and youth organizations, school districts, police departments, victim service programs, Aboriginal organizations and First Nations bands to apply for grants of up to $20,000 for community safety initiatives. Domestic violence and cyber-bullying prevention, restorative justice, and helping at-risk children return to school are among the goals of the 27 projects receiving grants through the program.

Targeting Prolific Offenders

The Prolific Offender Management Project was set up in six pilot communities — Kamloops, Nanaimo, Prince George, Surrey, Victoria (Capital Regional District) and Williams Lake — to test an integrated approach to reducing crime by more intensively managing the small number of offenders who are responsible for a large proportion of crime committed. Through the project, multiple criminal justice, health, housing and social service agencies are co-ordinating at a local level to hold prolific offenders accountable while providing them with services to assist in addressing the issues fuelling their crime. This may include referrals to drug treatment programs, mental health professionals, and work and housing programs.

Combating Trafficking in Persons

The Office to Combat Trafficking in Persons was created in the Ministry in July 2007. Jointly funded with the Ministry of Children and Family Development, the Office was established to lead the development and co-ordination of strategies to eliminate trafficking in persons for sexual exploitation and forced labour.

Enhancing Emergency Response and Recovery

The Province provided $750,000 to emergency rescue volunteer groups to support them in buying new, specialized equipment to assist in their work. The five disciplines that make up British Columbia's Public Safety Lifeline Volunteers are Search and Rescue, Emergency Social Services, Emergency Radio Communications, PEP Air Response and Road Rescue. These groups assist the Province, local governments and emergency personnel before, during and after emergencies. About 13,000 people across B.C. volunteer their time and expertise in preparing for and responding to emergency situations.

Strengthening Road Safety Enforcement

Changes to the *Motor Vehicle Act* Regulations increased the fine for not wearing a seatbelt to $167 from $138, in response to research that indicates that while only about 10 per cent of British Columbians fail to wear seatbelts, they account for approximately 40 per cent of motor vehicle fatalities. This change is part of B.C.'s enhanced road safety enforcement initiative, which includes specialized Integrated Road Safety Units, bait cars, and Air 1, British Columbia's dedicated traffic safety helicopter.

Promoting Responsible Liquor Practices

Changes were made to the *Liquor Control and Licensing Act* to make it an offence for a person under age 19 to buy liquor using false identification. Any minor caught using false identification will now be subject to a fine of $115 issued by police, with payment of the fine tied to issuance and renewal of driver and vehicle licences. The Serving It Right program was also enhanced to more effectively educate licensees, managers and servers on techniques to prevent problems related to liquor service.

Strengthening Gaming Regulation and Enforcement

In response to reviews of British Columbia's lottery retail network, the Ministry's Gaming Policy and Enforcement Branch enhanced its focus on enforcement and compliance issues, better balanced its policy and enforcement components, and strengthened public accountability processes. In order to ensure the integrity of lottery retailers, the Branch also implemented a comprehensive registration program for the managers of all lottery retail sites. Compliance with the conditions of registration is required in order to have a lottery retail site contract with the B.C. Lottery Corporation. Certification processes were enhanced for all lottery-related equipment and lottery tickets. The Branch also developed a comprehensive audit framework covering the B.C. Lottery Corporation's conduct and management of all forms of gaming, including its lottery business and retailers.

Protecting Consumers

The *Business Practices and Consumer Protection (Payday Loans) Amendment Act* (Bill 27) was passed. Once it is brought into force, the Act will protect consumers by prohibiting abusive lending practices and limiting fees and interest rates charged by payday lenders. The Ministry also explored avenues for greater consumer protection in such areas as gift cards and home inspections.

Purpose of Ministry

The Ministry of Public Safety and Solicitor General works to maintain and enhance public safety in every community across the province. The portfolio of the Ministry includes: crime prevention; law enforcement; adult custody and community corrections; victim services; coroners service; driver regulation and road safety; emergency prevention, preparedness, response and recovery; fire prevention, life safety and property protection; liquor and gaming management and regulation; and consumer protection policy.[1] The Ministry also leads the cross-government Crystal Meth Strategy, to decrease the production and use of crystal meth in the province.

The Ministry is also responsible for the Liquor Distribution Branch, the British Columbia Lottery Corporation, and the Insurance Corporation of British Columbia (ICBC).[2]

The Ministry's stakeholders are the citizens of British Columbia and their representatives at all levels of government, community groups, schools, service organizations, businesses and industry associations. Key to the Ministry's success is the ability to maintain strong, collaborative relationships with all stakeholders and partner agencies.

Services and programs are delivered either directly by Ministry staff or through contracted professionals and agencies. In all cases, the Ministry strives to ensure that mechanisms are in place — such as policies, legislation, funding agreements and reporting requirements — to ensure accountability for public funds.

The Ministry conducts its business in a manner that upholds government's values as identified in the Province of British Columbia Strategic Plan, and continues to focus on the priorities that will ensure the Ministry's success in meeting its goals.

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[1] In July 2007, the Film Classification Office and responsibility for administering the *Motion Picture Act* were transferred from the Ministry to the Business Practices and Consumer Protection Authority, further consolidating the agency's role as the centralized consumer protection agency in the province.

[2] Crown corporations and agencies publish their own service plans and annual reports, separate from those of the Ministry.

Strategic Context

Many external factors challenge the Ministry to seek innovative ways to increase public safety and continue to ensure a fair and efficient system of justice for all British Columbians.

Crime trends impact the work of the Ministry and are affected by numerous factors, including demographics, technological change, police enforcement practices and reporting structures, victim and societal responses to crime, alcohol and drug consumption patterns, and socio-economic trends.

British Columbia has one of the higher crime rates in Canada. Historically, crime rates in Canada tend to increase as one moves westward across the country. While there have been a number of attempts to account for this phenomenon, there has been no definitive answer to explain why this is so.

The nature of crime is changing. Organized crime is crossing community, provincial and national boundaries and expanding into all forms of criminal activity. With technological advances, police are also seeing new types of crime, such as identity theft and Internet luring and fraud. Gang violence is increasing, particularly in the Lower Mainland, where gun violence is a growing concern.

The number of large-scale investigations in the province has grown, consuming increasing proportions of available resources. While crime rates are somewhat indicative of police workloads, they cannot reflect the time and resources dedicated to investigating complex criminal activities, such as those involving serial offenders or organized crime groups.

Trafficking in persons for sexual exploitation and forced labour is now one of the most prolific areas of international criminal activity. Human trafficking deprives people of their human rights, increases global health risks and, along with drugs and weapons, is a leading source of profits for organized crime.

An estimated 800,000 people are trafficked across international borders each year, approximately 80 per cent of whom are women and up to half are minors. Vancouver has been identified as a port of significant concern, as both a destination and a transit point for trafficking activities.

Over-representation of Aboriginal people in the justice system impacts the work of the Ministry. Aboriginal people comprise just four per cent of the province's population, but make up 22 per cent of the prison population and 17 per cent of people supervised by Community Corrections. Research indicates that Aboriginal inmates are considered to be at a higher risk to re-offend and score higher on all needs dimensions, such as substance abuse and unstable employment.

Mental health and substance use issues are of concern, with a disproportionate number of individuals in the criminal justice system affected by substance abuse, addiction, persistent mental illness and concurrent disorders. Crystal meth use is a serious issue in the province. It is highly addictive, inexpensive and easy to obtain. Severe physical and mental health problems are associated with its use, and its production presents serious public safety and environmental risks.

Managing multi-needs offenders has become more challenging, with increases in the proportion of violent, high-risk and multi-needs offenders under Corrections supervision. The changing profile of offenders has contributed to greater use of remand and bail supervision. These trends have resource implications and affect staff training, security, program development and delivery, and offender management. Managing multi-needs offenders with different risk classifications presents challenges for effective custodial supervision, and requires close collaboration with justice and social service partners, such as police, addictions services and forensic psychiatric services.

Road safety and driver behaviour are a concern in British Columbia. Vehicle crashes continue to be the number one cause of fatalities and serious injuries for people up to the age of 25, and remain a leading cause of death thereafter. Many factors contribute to vehicle crashes, but drinking and driving and dangerous driving are clearly top contributors. The Ministry shares responsibility for road safety with others, including the Ministry of Transportation, police, ICBC, municipalities and Transport Canada, and addressing the primary causes of serious vehicle crashes requires close collaboration among all of these partners.

Emergencies and disasters require co-ordinated mitigation, preparedness, and response and recovery efforts to minimize loss of life and suffering, protect health, property, infrastructure and the environment, limit economic loss and reduce social impacts. Climate change is contributing to unprecedented fires impacting population centres (interface fires), landslides, severe weather, floods, ice jams and drought, challenging communities and all levels of government.

Growth in illegal gambling has been stimulated by the growing popularity and availability of games in the media, on the Internet and in the community. New technology and the ability to operate from anywhere in the world over the Internet makes online gambling very difficult to regulate. Programs and services are increasingly required to address illegal gambling and to promote awareness of responsible gambling practices.

The integrity of gaming is a continuing focus for the Ministry. Public and media concerns regarding high rates of lottery wins among lottery retailers have led to reviews and recommendations by the Ministry's Gaming Policy and Enforcement Branch, the B.C. Ombudsman, and the independent auditing firm Deloitte & Touche LLP, into retailer lottery winnings and lottery prize payout procedures. This reflects a nation-wide trend of concern about lottery systems.

Report on Performance

There was a transition in service planning with the Ministry's *2008/09 – 2010/11 Service Plan*, with the performance information presented in that plan streamlined in our ongoing efforts to strengthen service planning and reporting.

The current report is based on the Service Plan developed for 2007/08 – 2009/2010, and therefore does not reflect these changes. However, the goals, objectives, strategies and performance measures presented in this report remain consistent with the Ministry's vision of all British Columbians working together to make our province the safest place to live in Canada.

Performance Plan Summary Table

Goal 1: Increased safety for individuals and communities throughout British Columbia For greater detail, see pages 15 to 25	**2007/08 Target**	**2007/08 Actual**
• Self-reported violent victimization per 1,000 population aged 15 and over	≤ 118	Data Not Available
• Self-reported household victimization per 1,000 households	≤ 376	Data Not Available
• Percentage of offenders who do not re-offend for two years following Corrections supervision	≥ 68%	67% Substantially Achieved
1.1 Offenders are supervised and managed based on court orders and their risk to re-offend		
1.2 Programs are provided to address factors associated with re-offending behaviour		
1.3 Adequate levels of police services		
• Number of Provincial Police Service members	1,880	1,976 Exceeded
• Number of First Nations Policing Program members	131	110 Not Achieved
1.4 A common records management system for all police agencies in British Columbia		
1.5 Effective protective programs for women, vulnerable adults, youth and children		
1.6 Communities have crime prevention and restorative justice programs		
1.7 Victims of crime are provided with timely information, assistance and support to reduce the impact of crime		
• Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	160	161 Substantially Achieved
1.8 Minimized loss of life and economic impact from disasters and emergencies		
• Combined days of preparedness training by Temporary Emergency Assignment Management System members in support of the provincial emergency management structure	530	501 Not Achieved

Goal 1: Increased safety for individuals and communities throughout British Columbia For greater detail, see pages 15 to 25	**2007/08 Target**	**2007/08 Actual**
1.9 Promotion of fire prevention, life safety and property protection programs		
1.10 Coroners' reports based on current, consistent and timely information		
• Percentage of Coroners' files completed within an average of 4.5 months	65%	DATA AVAILABLE FALL 2008
1.11 Increased road safety		
• Number of traffic fatalities per 100,000 population	≤ 9.1	DATA AVAILABLE FALL 2008
• Number of traffic injuries per 100,000 population	≤ 620	DATA AVAILABLE FALL 2008

Goal 2: Shared responsibility for public safety and the protection of public interests For greater detail, see pages 25 to 28	**2007/08 Target**	**2007/08 Actual**
2.1 Reduced incidence of illegal gambling		
2.2 A comprehensive regulatory framework for gaming		
• Percentage of audited gaming funds recipients in compliance	86%	77% NOT ACHIEVED
2.3 Responsible gambling practices are encouraged		
2.4 Improved industry cooperation to reduce problems associated with liquor misuse		
• Percentage of inspected/investigated liquor licensees in compliance	94%	95% EXCEEDED

Goal 3: Public confidence in British Columbia's justice and regulatory systems For greater detail, see pages 29 to 30	**2007/08 Target**	**2007/08 Actual**
Goal 3 is supported by all of the objectives identified above under the first two goals		
• Percentage of British Columbians who have a great deal or quite a lot of confidence in the justice system	≥ 46.5%	41.8% NOT ACHIEVED

Goals, Objectives, Strategies and Performance Results

This section of the report presents the Ministry's goals and objectives, and the key strategies to achieve them, which were identified for 2007/08. Results for the key performance measures included in the *2007/08–2009/10 Service Plan* are also presented and discussed.[3]

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[3] Several measures were identified as "under development" in the Ministry's *2007/08–2009/10 Service Plan*. These measures are not included here because of changes made to service planning following publication of that plan.

Measuring the performance of British Columbia's justice and regulatory systems is complex. The long-term outcome measures discussed here, such as victimization rates, recidivism rates and public confidence rates, are affected by many different individual and socio-economic factors and are not under the exclusive control of any one program area or Ministry. Rather, they are multifaceted outcomes involving all components of the justice system and many other areas of government, such as health, education and social services, as well as factors outside government's control.

The measures in this report represent only a few critical aspects of performance, but together, they help us to assess the Ministry's progress toward achieving its objectives and goals.

Goal 1: Increased safety for individuals and communities throughout British Columbia

Three performance measures are used to indicate progress toward achieving the goal of increased safety for individuals and communities throughout British Columbia: violent and household victimization rates and the percentage of offenders who do not re-offend for two years following Corrections supervision. These measures are presented at the goal level rather than linked to individual objectives because they are high level outcomes subject to a wide variety of influences.

Performance Results

Performance Measures	2004 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Self-reported violent victimization per 1,000 population aged 15 years and over[1]	118[2]	Data Not Available	≤ 118	Data Not Available
Self-reported household victimization per 1,000 households[3]	376	Data Not Available	≤ 376	Data Not Available

Data Source: The 2004 data reported for this measure are from results of the Statistics Canada General Social Survey conducted in 2004.

While the data are accurate and reliable, there are a number of data limitations associated with all telephone surveys, including victimization surveys. For example, telephone surveys exclude respondents who do not speak either of the official languages, people with speech disabilities, homeless people, and low income households without a telephone.

[1] Violent victimization includes sexual assault, attempted robbery, robbery and physical assault. Figures do not include spousal assaults.

[2] This figure has been revised from 108, which was reported in error in the Ministry's *2007/08 – 2009/10 Service Plan*.

[3] Household victimization includes break and enter, motor vehicle theft, theft of household property and vandalism.

Discussion of Results

Measures of self-reported victimization have become widely used indicators of the safety of individuals in their homes and communities. Victimization rates based on survey data complement officially recorded crime rates based on police records and are arguably more comprehensive indicators of volumes of crime, because the surveys address criminal victimization occurrences that were not reported to police, as well as those that were. Self-reported victimization data and crime rates based on police records are not directly comparable because of differences in data collection methodologies and ways of classifying crimes.

Statistics Canada conducts a national survey on victimization every five years. The Ministry is currently exploring options for more regular data collection on the prevalence of violent and household victimization in British Columbia.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of offenders who do not re-offend for two years following Corrections supervision	67%	68%	≥ 68%	67% SUBSTANTIALLY ACHIEVED

Data Source: Data for this measure are drawn from the Corrections operational system and are very reliable. The methodology for calculating the measure uses a two-year tracking period. It is based on a rolling average of all offenders who have been sentenced for another offence within the two-year time frame tracked. Consequently, for any given year, the results reported are for two years prior.

Discussion of Results

To indicate the overall effectiveness of the justice system in deterring and rehabilitating offenders, the Ministry tracks the percentage of adult offenders who do not re-offend for two years following a finding of guilt and sentencing by the courts. However, criminal behaviour is a highly complex phenomenon involving many different individual and socio-economic factors, and changes in rates of re-offending are not directly attributable to the activities of any one component of the criminal justice system. The effectiveness of particular programs is best assessed through evaluation research.

Because recidivism measures are influenced by many different factors, establishing targets for them is fraught with difficulty. Providing a forecast of anticipated increases or reductions better represents our current state of performance measurement. The 2007/08 forecast of 68 per cent or higher was substantially achieved, with preliminary data indicating that 67 per cent of offenders did not re-offend for two years following Corrections supervision.

Objective 1.1: Offenders are supervised and managed based on court orders and their risk to re-offend

A key objective of the Ministry is to ensure that offenders are supervised and managed based on their risk to re-offend. To effectively and efficiently supervise offenders while they are under court orders, and to achieve reductions in re-offending behaviour over the long term, it is critical to understand the risk an offender poses to society and how that risk can best be addressed.

Strategies

More than 20 years of correctional research have resulted in the development of standardized, validated risk/needs assessment tools that are used by the Ministry to provide information on offender risk to re-offend and rehabilitative needs. Corrections policy allows a 60-day period during which risk/needs assessments must be completed.

Objective 1.2: Programs are provided to address factors associated with re-offending behaviour

A significant body of correctional research has confirmed that offender case management, offender responsiveness to change and rehabilitative programming can mitigate harm, interrupt offending cycles and reduce re-offending behaviour.

Strategies

Case management plans are developed for offenders based on the risk/needs assessments conducted, serving to guide program interventions on an individual basis.

The Corrections Branch also delivers correctional (core) programming in accordance with best practices in this field. Core programs are designed to address risk factors known to contribute to criminality and focus on the acquisition of cognitive skills necessary to bring about behavioural change. They are available in adult custody facilities and for offenders serving community sentences, delivered by trained staff and contracted services to offenders who pose higher risks for re-offending.

Objective 1.3: Adequate levels of police services

Adequate levels of police services across the province are required to protect citizens and communities from crime and to respond to the changing nature of crime.

Strategies

Key strategies identified for 2007/08 were to restructure police financing, support the integration of existing police services, increase the number of officers in the Provincial Police Service and the First Nations Policing Program, and review the *Police Act* and the Provincial Standards for Municipal Police Departments in British Columbia. These initiatives ensure that police services are delivered in the most effective and efficient way possible, avoiding duplication and yielding economies of scale in protecting the public.

Another strategy is the ongoing development and implementation of new policing initiatives to increase capacity in areas such as supporting organized crime prosecutions, responding to high-tech crime and combating Internet-based child exploitation.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of Provincial Police Service members	1,668	1,867[1]	1,880	1,976 EXCEEDED

Data Source: The Ministry receives Provincial Force police strength data from RCMP E Division.

[1] The actual for 2006/07 has been updated from the estimate provided in the Ministry's *2007/08 – 2009/10 Service Plan.*

Discussion of Results

The number of Provincial Police Service members is an indicator of Provincial Force police strength. The target established for 2007/08 was exceeded as a result of effective recruiting by the RCMP and the integration of police services.

Ministry Response

The Ministry continues to employ innovative ways of increasing police capacity to ensure adequate and effective levels of policing enforcement throughout British Columbia.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Number of First Nations Policing Program members	99	109[1]	131	110 NOT ACHIEVED

Data Source: First Nations police strength data are obtained from the RCMP E Division and the two self-administered police services — the Kitasoo Public Safety Department and the Stl'atl'imx Tribal Police Service. In 2007/08, enhanced policing was increased to include the Squamish/Tsleil Waututh and Tsawwassen First Nations.

[1] The actual for 2006/07 has been updated from the estimate provided in the Ministry's *2007/08 – 2009/10 Service Plan.*

Discussion of Results

A target of 131 was established for 2007/08 based on authorized police strength, which was 105 for the RCMP, ten for the Stl'atl'imx Tribal Police Service, two for the Kitasoo Public Safety Department, five for the Squamish and Tsleil Waututh First Nations and one for the Tsawwassen First Nation. There were eight additional positions that were not allocated due to funding decisions of the federal government.

Under the terms of the RCMP - First Nation Community Police Services Agreement, the authorized strength is the maximum number of RCMP First Nations members that the province has agreed to fund to provide an enhanced police service to First Nations communities. Due to vacancy patterns, the actual number providing police service is usually less than the maximum allowable. The average number of First Nations Policing Program members during 2007/08 was 110, comprised of 98 RCMP, seven Stl'atl'imx, two Kitasoo, one Tsawwassen and two for the Squamish and Tsleil Waututh First Nations.

Ministry Response

The Ministry continues efforts to negotiate new Community Tripartite (policing) Agreements with First Nations and the federal government. These agreements are dependent on both the provincial and federal governments securing the funding required.

Objective 1.4: A common records management system for all police agencies in British Columbia

A common records management system for police agencies is a major component of the provincial law enforcement strategy.

Strategies

The Ministry has completed implementation of the Police Records Information Management Environment (PRIME-BC). As of March 2008, all police agencies and RCMP detachments in British Columbia have access to PRIME-BC. This online, integrated data-sharing system provides up-to-the-minute information about criminals and crimes, improving law enforcement and enhancing the safety of citizens and officers across the province. PRIME-BC provides all officers with instant access to a database including criminal case records, images (photos, mug shots, documents and fingerprints), investigation notes, electronic messages, calendar events and dangerous goods data. PRIME-BC began operating on a pilot basis in Vancouver, Port Moody and Richmond in 2001. In February 2003, the Province committed to connecting every B.C. police department and RCMP detachment with the system.

Objective 1.5: Effective protective programs for women, vulnerable adults, youth and children[4]

Another key objective is the maintenance of protective programs to enhance public safety.

Strategies

The Ministry maintains the Protection Order Registry, a confidential database containing all civil and criminal protection orders issued in British Columbia. The mandate of the registry is to support the enforcement of civil and criminal protection orders and to contribute to the reduction of violence against women, vulnerable adults, youth and children.

Conducting criminal record checks on individuals who work with children is another effective strategy. Criminal record checks are mandatory under the *Criminal Records Review Act* for anyone who works with children or who has unsupervised access to children in the course of their work, and who is employed by, licensed by or receives operating funds from the provincial government.

Objective 1.6: Communities have crime prevention and restorative justice programs

In preventing crime and victimization, the Ministry strives to go beyond the traditional responses to crime that emphasize sentencing and incarceration, focusing instead on eliminating the root causes of crime. Research indicates that communities can become safer if they actively engage in programs designed to reduce the incidence of crime and repair the harm caused by it.

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[4] The wording of this objective has been revised since publication of the Ministry's *2007/08 – 2009/10 Service Plan* to more accurately reflect Ministry priorities.

Strategies

The Ministry continues to provide funding and support to community-based crime prevention and restorative justice programs, and to work with stakeholders to promote awareness of and collaborative approaches to crime prevention and community safety.

Objective 1.7: Victims of crime are provided with timely information, assistance and support to reduce the impact of crime

Victims of crime require a range of supports and services as they participate in the justice system.

Strategies

Key strategies designed to reduce the impact of crime include: offering information, referrals and practical support to victims of crime and their families through victim service programs; administering the *Crime Victim Assistance Act* and Program to ensure that victims have access to financial assistance and other benefits; notifying impacted victims of end-of-sentence release of identified offenders; providing training and support to victim service workers; and increasing public awareness of the services available to victims of crime.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	270	175[1]	160	161 SUBSTANTIALLY ACHIEVED

Data Source: Results for this measure are derived from the Electronic Victim Information System and manual records, taking into account the dates claims were received and completed, and the cases that remain outstanding. The results are accurate and reliable.

[1] The actual for 2006/07 has been updated from the estimate provided in the Ministry's *2007/08 – 2009/10 Service Plan*.

Discussion of Results

This measure indicates efficiency in administering the *Crime Victim Assistance Act*, providing victims and others impacted by violent crime with access to financial assistance and other benefits to assist in reducing the impact of crime. The target established for 2007/08 was substantially achieved, with the Crime Victim Assistance Program completing adjudications for assistance within an average of 161 days.

Objective 1.8: Minimized loss of life and economic impact from disasters and emergencies

A significant objective of the Ministry is reduced harm caused by disasters and emergencies.

Strategies

The Ministry continues to work with local governments, First Nations, provincial ministries and agencies, federal departments, other jurisdictions, industries and volunteers to support four main pillars of emergency management — prevention, preparedness, response and recovery. The Ministry also provides leadership to the provincial emergency structure during emergencies and disasters.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Combined days of preparedness training by Temporary Emergency Assignment Management System members in support of the provincial emergency management structure	480	490	530	501 NOT ACHIEVED

Data Source: Results for this measure are derived from attendance records kept during training. They are accurate and reliable.

Discussion of Results

The Temporary Emergency Assignment Management System (TEAMS) is a staffing system that maintains a resource pool of highly skilled provincial employees from various ministries who train regularly and have the appropriate skills and experience to manage provincial emergency operations centres. These co-ordination centres are activated in support of local communities during all-hazard emergencies and disasters.

The Ministry tracked the combined number of days of emergency preparedness training completed by TEAMS members as an indicator of the readiness of the provincial emergency management structure.

The target of a total of 530 days established for 2007/08 was not met due to several factors. The actual number of TEAMS members decreased from 120 to 103 due to attrition, in particular, retirement. Also, training sessions for the North East and North West that were to be held in Prince George were delayed to fiscal year 2008/09 due to a major ice jam occurring there. Exercises planned for the fall of 2007 were also delayed due to the operational requirements resulting from flooding caused primarily by snow melt.

Ministry Response

The training sessions that were postponed during 2007/08 are being rescheduled for 2008/09. TEAMS continues to be recognized as a critical success factor in the planning, response and recovery from large-scale emergencies in British Columbia, such as recent flooding and interface fire events.

Objective 1.9: Promotion of fire prevention, life safety and property protection programs

The promotion of fire prevention, life safety and property protection programs throughout British Columbia is a priority for the Ministry.

Strategies

Key to successfully achieving this objective is the development and maintenance of strong working relationships with local governments, fire service organizations and other jurisdictions. The Ministry continues to strengthen its relationships with partner agencies and stakeholder groups, and enhance the support it provides to fire departments, local governments and the public.

Objective 1.10: Coroners' reports based on current, consistent and timely information

Operating within the Ministry, the B.C. Coroners Service investigates all sudden and unexpected, unexplained or unattended deaths, makes recommendations to improve public safety through preventative measures, and helps people deal with the trauma of death through provision of timely and accurate information. To most effectively improve public safety and assist the public, coroners' cases must be completed in a timely manner and be based on current and consistent information.

Strategies

Key strategies identified for 2007/08 included: hiring new staff to address increasing caseload volumes; enhancing reporting structures; redesigning the Coroners Case Management System; increasing emphasis on training programs to maximize the effectiveness of all coroners; and providing coroners with electronic access to field investigation forms and protocols. The Ministry also continues to work with the Ministry of Health and other agencies to ensure the availability of timely pathology and toxicology services.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of Coroners' files completed within an average of 4.5 months	64%	62%	65%	DATA AVAILABLE FALL 2008

Data Source: Results for this measure are calculated by measuring the duration from the date the coroner is notified to the date on which the file is closed at the Regional Office or Headquarters. The data are accurate and reliable.

Discussion of Results

The Ministry tracked the percentage of coroners' files completed within an average of 4.5 months to indicate the timeliness of investigations. The time-frame of 4.5 months takes into account the time required to receive autopsy reports and reports that may be required from other agencies, such as police, the Workers' Compensation Board and the Transportation Safety Board of Canada. The average time to complete cases can also be affected by the complexity of the case, when criminal charges are pending, when cases go to inquest, and when cases require interviews with witnesses or consultations with medical experts.

Results for 2007/08 will be available in the fall of 2008, when the 4.5 month time-frame for completion will have been reached for all cases opened during fiscal year 2007/08.

Objective 1.11: Increased road safety

Increased road safety throughout the province remains an important objective of the Ministry.

Strategies

The Ministry is working collaboratively with all road safety partners and stakeholders to formulate and implement an action plan to focus road safety resources on reducing fatalities and serious injuries from preventable vehicle crashes.

Through 2007/08, the Ministry also continued to work with ICBC to implement an Enhanced Road Safety Enforcement Initiative across the province. This includes initiatives such as Integrated Road Safety Units, the Intersection Safety Camera Program and the Automatic Licence Plate Recognition pilot project.

Performance Results

Performance Measures	2005 Actual	2006 Actual	2007 Target	2007 Actual
Number of traffic fatalities per 100,000 population	10.8	9.4	≤ 9.1	DATA AVAILABLE FALL 2008
Number of traffic injuries per 100,000 population	675.6	639	≤ 620	DATA AVAILABLE FALL 2008

Data Source: Data for these measures are obtained from ICBC and are based on police-attended collisions involving injuries and/or fatalities. Property-damage-only and unattended collisions are excluded. The data are reported by calendar year rather than by fiscal year. Collision data are collected by police and individual reports may be subject to errors, depending on how accurately officers complete collision report forms. As policing priorities do not allow officers to attend all collisions, ICBC estimates that report forms may not include up to 20 per cent of injured victims.

Discussion of Results

Key measures of road-user safety are the rates of traffic fatalities and injuries in the province. As well as resulting in loss of life, motor vehicle crashes have a significant impact on society in terms of quality of life, affecting income and productivity, incurring legal and court costs, and placing demands on medical, insurance, police and municipal services.

A national project is currently underway to better facilitate comparisons of traffic collision fatality and injury data among Canadian and international jurisdictions. Results reported will subsequently reflect an important change in the definition of a fatal collision resulting from revision of the exclusion criteria and reconciliation of data in the Traffic Accident System with the Coroners' database. These changes will also result in revisions to previous years' results and this will be reflected in future publications. At this point in time, the results presented above provide for the best comparisons available. It is anticipated that results for 2007 will be available in fall 2008.

Goal 2: Shared responsibility for public safety and the protection of public interests

Objective 2.1: Reduced incidence of illegal gambling

Reduced incidence of illegal gambling is an important objective of the Ministry.

Strategies

Key strategies to support this objective include:

- working with law enforcement agencies to develop and implement better means of identifying and reducing money laundering and loan sharking in commercial gaming venues; and,
- working collaboratively with the Ministry of Attorney General and law enforcement agencies to better identify and investigate gaming offenders and illegal gambling activities in liquor-licensed establishments, and ensure that standards for charge approvals are met so that an increased number of cases are brought before the courts.

Objective 2.2: A comprehensive regulatory framework for gaming

It is in the public interest that gaming be conducted within a strong regulatory framework that balances economic activity with the responsible management and operation of gaming.

Strategies

Key strategies identified for 2007/08 included:

- developing and implementing a policy framework for Internet gaming;
- evaluating B.C. Lottery Corporation's quality assurance practices for in-house testing of gaming equipment to ensure compliance with standards;
- continuing to work within the existing audit and compliance framework to enhance compliance rates among community organizations;
- developing and implementing a backstretch improvement strategy for horse racing personnel, in cooperation with industry stakeholders; and,
- further developing public information policy to enhance transparency and accountability.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of audited gaming funds recipients in compliance	80%	83%	86%	77% NOT ACHIEVED

Data Source: The Ministry has tracked community organization audits since 2003, monitoring the number of audits conducted and instances of non-compliance. The results for this measure are accurate and reliable.

Discussion of Results

Audits of organizations receiving gaming funds promote voluntary compliance, the proper use of gaming proceeds, and the financial accountability of recipient organizations. Along with conducting audits of gaming funds recipients, the Ministry tracks the number of those audited who are found to be in compliance.

The target rate of 86 per cent established for 2007/08 was not met, with results showing that during that fiscal year, 77 per cent of audited gaming funds recipients were in compliance.

Ministry Response

Since 2006/07, the Ministry has enhanced and refined its risk-based approach to auditing charitable and community organizations that receive gaming funds. Organizations that are identified as being at a higher risk of being non-compliant with grant guidelines and conditions are selected for audits, in part to educate and assist them in reaching full compliance. With this risk-based approach to selecting audit candidates, compliance rates are lower than originally targeted.

Objective 2.3: Responsible gambling practices are encouraged

The Responsible Gambling Strategy is designed to expand on current programs and services to reduce the harmful impacts of excessive gambling and encourage responsible gambling practices and healthy choices.

Strategies

Key strategies identified for 2007/08 included:

- designing and implementing an audit program for problem gambling contracted service providers;
- continuing to co-ordinate and develop new initiatives with B.C. Lottery Corporation, local governments, service providers and major stakeholders, through the Partnership for Responsible Gambling;
- increasing public awareness of responsible gambling initiatives and treatment services available to those with a gambling problem, including developing and implementing the second phase of a school-based educational resource; and,
- working collaboratively with Aboriginal groups to increase awareness of problem gambling programs and services.

Objective 2.4: Improved industry cooperation to reduce problems associated with liquor misuse

Liquor industry members have a legal responsibility to minimize harm to their customers and to any individual or community affected by the consumption of liquor in their establishments.

Strategies

Major strategies identified for 2007/08 included creating tools to identify high-risk establishments in consultation with local governments and police, strengthening server training components related to over-service and avoidance of service to minors, and streamlining enforcement processes.

The Ministry also supports key public safety issues by targeting resources on high-risk establishments and focusing inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of inspected/investigated liquor licensees in compliance	94%	95%[1]	94%	95% EXCEEDED

Data Source: Results for this measure are based on records of inspections and contravention notices issued. Results are accurate and reliable.

[1] The actual for 2006/07 has been updated since the estimate of 94% reported in the Ministry's *2007/08 – 2009/10 Service Plan*.

Discussion of Results

The rate of voluntary compliance indicates the level at which licensees understand, and are willing to cooperate with, the liquor regulatory framework. An increase in voluntary compliance in such areas as over-service and avoidance of service to minors may also indicate that liquor misuse is decreasing, leading to increased public safety for British Columbians.

The 2007/08 target established for this measure was exceeded, with 95 per cent of inspected or investigated liquor licensees found to be in compliance.

The Ministry has continued focusing and targeting resources towards public safety contraventions and high-risk establishments. This has created a greater certainty of enforcement consequences for non-compliant licensees, leading, in the short term, to a higher level of voluntary compliance. Over the longer term, the compliance rate may decrease as the Ministry further focuses compliance resources on high-risk, chronically non-compliant licensees.

Goal 3: Public confidence in British Columbia's justice and regulatory systems

The third Ministry goal is supported by all of the objectives and strategies identified above. Each objective and strategy contributes to the effectiveness of British Columbia's justice and regulatory systems, and public confidence has been identified as a key indicator of that effectiveness.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of British Columbians who have a great deal of or quite a lot of confidence in the justice system	50.2%[1]	46.5%[2]	≥ 46.5%	41.8%[3] NOT ACHIEVED

Data Source:

[1] The 2005/06 actual reported is from the Statistics Canada 2003 General Social Survey on Social Engagement (Cycle 17). Surveys to measure confidence in public institutions are conducted by Statistics Canada roughly every five years.

[2] The 2006/07 actual is based on results of the BC Omnibus Survey conducted by BC Stats from September 2006 through February 2007. Results from the monthly survey have been rounded and averaged. This result has been updated since publication of the Ministry's *2007/08 – 2009/10 Service Plan* to include the final survey results.

[3] The 2007/08 actual is based on results of the BC Omnibus Survey conducted by BC Stats from September 2007 through February 2008. Results from the monthly survey have been rounded and averaged. The margin of error for the results is ± 2.2 per cent.

Note: While the 2005/06 results reported for this measure are based on a Statistics Canada General Social Survey, results for the subsequent years are based on surveys conducted in British Columbia by BC Stats. Comparisons between results from these two sources of data should be made cautiously, because of methodological differences related to data collection.

Discussion of Results

Members of the public must have confidence and trust in the justice system for it to function effectively with continued public participation and support. The Ministry, along with the Ministry of Attorney General, is tracking levels of public confidence in the justice system in British Columbia.

The target established for this measure for 2007/08 was not achieved, with results indicating a reduction in the percentage of British Columbians who report having "a great deal or quite a lot of" confidence in the justice system.

Ministry Response

A strengthened priority for the Ministry is to promote earlier access to solutions and provide faster justice through integrated justice reform. This direction is reflected in our new *2008/09–2010/11 Service Plan*.[5] The Ministry is committed to attaining integrated justice reform and is working closely with the Ministry of Attorney General and other agencies to do so.

The Ministry is also working with the Ministry of Attorney General to develop a methodology for the regular collection of data on the perceptions and experiences of British Columbians with various components of the justice system, to contribute to a greater understanding of public confidence trends.

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[5] The Ministry of Public Safety and Solicitor General *2008/09–2010/11 Service Plan* is available at www.bcbudget.gov.bc.ca/2008/serviceplans.htm.

Report on Resources

Resource Summary Table

Core Business Area	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Corrections	204,427	13,739	218,166	218,166	0
Policing and Community Safety	295,881	23,372	319,253	320,458	1,205
Emergency Management BC[3]	23,110	10,000	33,110	35,352	2,242[4]
Office of the Superintendent of Motor Vehicles	8,230	1,354	9,584	9,058	(526)[5]
Gaming Policy and Enforcement	18,764	0	18,764	19,087	323
Liquor Control and Licensing[6]	1	0	1	1	0
Executive and Support Services	28,941	13	28,954	25,710	(3,244)[7]
Emergency Program Act[8]	15,630	65,034	80,664	80,664	0[9]
Statutory Services[10]	8,401	(824)	7,577	7,577	0
Adjustment of Prior Year Accrual	0	0	0	(25)	(25)
Total	**603,385**	**112,688**	**716,073**	**716,048**	**(25)**
Full-time Equivalents (FTEs)					
Corrections	1,929	0	1,929	1,843	(86)[11]
Policing and Community Safety	157	0	157	151	(6)

[1] The "Estimated" amount corresponds to the *Estimates* as presented to the Legislative Assembly on February 20, 2007.

[2] "Other authorizations" include $65,034,057 from Supplementary *Estimates* and $48,478,189 from Contingencies (All Ministries) and New Programs.

[3] This core business area includes the BC Coroners Service, Integrated Planning and Mitigation, the Office of the Fire Commissioner and the Provincial Emergency Program.

[4] Emergency Management BC operating variance is primarily due to expenses related to implementing recommendations from the Firestorm 2003 Provincial Review and increased coroner costs for pathology, body transport and inquests.

[5] Office of the Superintendent of Motor Vehicles operating variance is primarily due to lower than anticipated spending on the Responsible Driver Program.

[6] This core business area is self-financing, with its operating expenses recovered from liquor licensing applications and fees.

[7] Executive and Support Services operating variance is primarily due to spending delays for committed projects in Corporate Services.

[8] The *Emergency Program Act* provides for response and recovery from emergencies and disasters, and for hazard mitigation initiatives.

[9] *Emergency Program Act* Supplementary Estimates for urgent mitigation work and other costs related to 2007 spring freshet (snow melt).

[10] Statutory Services includes the *Civil Forfeiture Act*, the Forfeited Crime Proceeds Fund, the Inmate Work Program and the *Victims of Crime Act*.

[11] Corrections FTE variance is primarily due to challenges in hiring additional corrections officers due to a competitive job market.

Core Business Area	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Full-time Equivalents (FTEs) *continued*					
Emergency Management BC	182	0	182	188	6
Office of the Superintendent of Motor Vehicles	67	0	67	67	0
Gaming Policy and Enforcement	129	0	129	131	2
Liquor Control and Licensing	104	0	104	99	(5)
Executive and Support Services	46	0	46	31	(15)[12]
Emergency Program Act	0	0	0	10	10[13]
Statutory Services	3	0	3	2	(1)
Total	**2,617**	**0**	**2,617**	**2,522**	**(95)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Corrections	4,502	0	4,502	4,650	148
Policing and Community Safety	515	0	515	351	(164)[14]
Emergency Management BC	462	0	462	650	188[15]
Office of the Superintendent of Motor Vehicles	346	0	346	64	(282)[16]
Gaming Policy and Enforcement	354	0	354	564	210[17]
Liquor Control and Licensing	588	0	588	262	(326)[18]
Executive and Support Services	97	0	97	(1)	(98)[19]
Emergency Program Act	0	0	0	72	72[20]
Statutory Services	203	0	203	100	(103)[21]
Total	**7,067**	**0**	**7,067**	**6,712**	**(355)**

[12] Executive and Support Services FTE variance is primarily due to unallocated FTEs.

[13] *Emergency Program Act* FTE variance is primarily due to hiring for the Integrated Public Safety Unit and secondments of government staff for the spring freshet (snow melt).

[14] Policing and Community Safety capital variance is primarily due to reduced Victim Services system costs and deferred vehicle purchases.

[15] Emergency Management BC capital variance is primarily due to increased Emergency Management Information System costs and tenant improvements for the Provincial Emergency Program and the Office of the Fire Commissioner.

[16] Office of the Superintendent of Motor Vehicles capital variance is primarily due to deferred information system development.

[17] Gaming Policy and Enforcement capital variance is primarily due to additional capital for workstations and tenant improvement costs.

[18] Liquor Control and Licensing capital variance is primarily due to the OneStop Business Registry project funded by the Ministry of Finance.

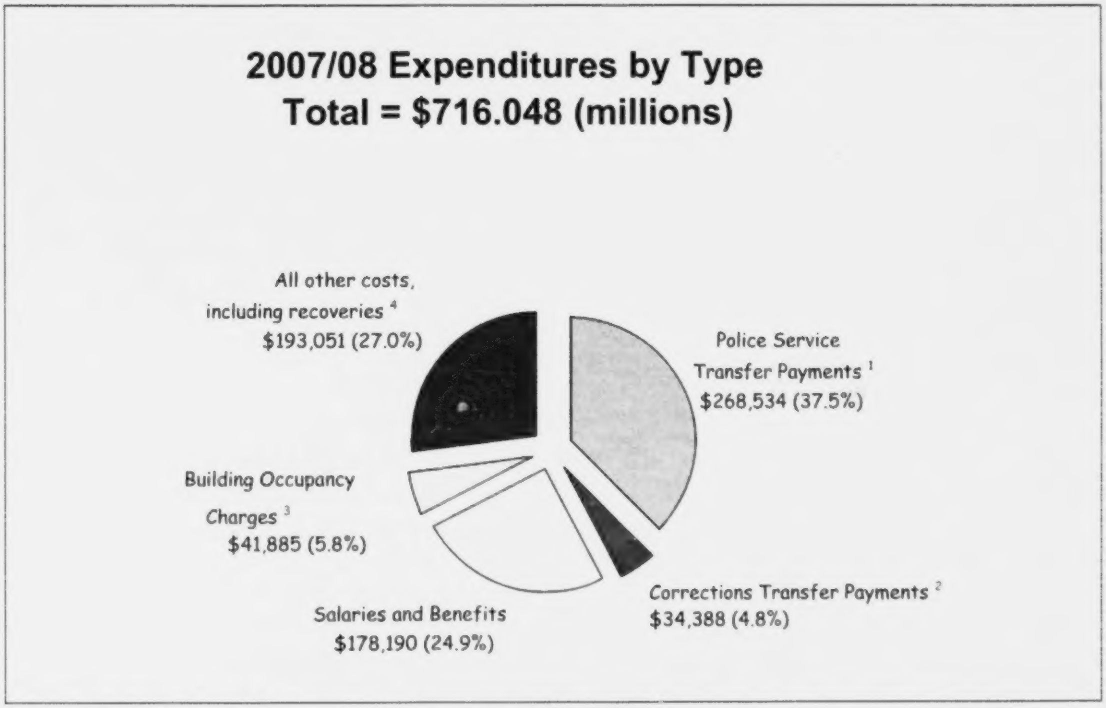
[19] Executive and Support Services capital variance is primarily due to deferred capital spending.

[20] *Emergency Program Act* capital variance is primarily due to additional operating equipment required for spring freshet (snow melt).

[21] Statutory Services capital variance is primarily due to deferred capital spending.

Core Business Area	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance
Other Financing Transactions ($000)[22]					
Gaming Policy and Enforcement					
Receipts	514	0	514	507	(7)
Disbursements	0	0	0	0	0
Net Cash Source (Requirements)	514	0	514	507	(7)
Total Receipts	**514**	**0**	**514**	**507**	**(7)**
Total Disbursements	**0**	**0**	**0**	**0**	**0**
Total Net Cash Source (Requirements)	**514**	**0**	**514**	**507**	**(7)**

[22] "Other financing transactions" are for the Hastings Park Race track.



[1] Includes RCMP policing costs, auxiliary and ports policing, and the Police Academy.

[2] Includes costs related to health and food services for inmates, and probation services.

[3] Cost of space occupied by the Ministry, including correctional facilities.

[4] All remaining costs, such as asset amortization, contracted expenditures and transfers to external parties, less payments received from the federal government and other parties external to the Ministry for various program costs.

Appendix

Ministry Contact Information

Ministry of Public Safety and Solicitor General Communications Office
PO Box 9282 Stn Prov Govt
Victoria BC V8W 9J7
Phone: 250 387-0520
Facsimile: 250 387-1753

Call the following headquarters numbers in Victoria:

Coroner's Office	250 952-4150
Corporate Policy and Planning Office	250 387-0306
Corrections	250 387-5059
Deputy Solicitor General	250 356-0149
Emergency Management BC	250 953-4002
Gaming Policy and Enforcement	250 387-5311
Liquor Control and Licensing	250 387-1254
Minister's Office	250 356-7717
Office of the Fire Commissioner	250 356-9000
Office of the Superintendent of Motor Vehicles	250 387-7747
Office to Combat Trafficking in Persons	250 953-4970
Policing and Community Safety	250 387-1100
Provincial Emergency Program	250 952-4913

The **Enquiry BC** contact centre provides telephone access to government information.

• In Vancouver	604 660-2421
• In Victoria	250 387-6121
• Toll-free elsewhere in British Columbia	1 800 663-7867
• Outside British Columbia	604 660-2421

VictimLINK provides help and information for
victims of family and sexual violence and all other crimes.
Call toll-free 24 hours a day, seven days a week 1 800 563-0808

BC Public Service Agency

2007/08
Annual Service Plan Report

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Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
BC Public Service Agency,
see Agency Contact Information on Page 28 or contact:

BC Public Service Agency
PO BOX 9404
STN PROV GOVT
VICTORIA BC
V8W 9V1

or visit our website at
www.bcpublicservice.ca/

Published by the BC Public Service Agency

Message from the Minister and Accountability Statement

It is my pleasure to present the 2007/08 Service Plan Report for the BC Public Service Agency. The role of the Public Service Agency is to provide leadership in human resource management and services to ministries and to facilitate the achievement of public service excellence in order to realize the government's Five Great Goals.

This year is one where I'm pleased to say we've accomplished a number of exciting things; perhaps most notable is our recognition as one of British Columbia's top employers. Mediacorp's evaluation placed us in the Top Forty best places to work. With approximately 30,000 employees in ministries and agencies throughout British Columbia, this is a triumph indeed.

Our own internal surveys support this, reflecting a significant increase in job satisfaction. The BC Public Service work environment survey for 2008 had the highest response rate yet — 82 per cent. The findings also show an eight point increase in engagement over 2006 findings, a statistically significant achievement.

Through our corporate Human Resources Plan 'Being the Best' and Corporate Employment Brand "Where Ideas Work" we continue to both position the BC Public Service as an employer who values innovation and seeks out new ideas, while continuing to build capacity and increase competitiveness.

This year the Premier recognized more employees than ever before through an expanded Premier's Innovation and Excellence Awards that included events in each of the regions as well as a provincial awards ceremony. At that pinnacle event, attended by almost 600 employees, guests and elected officials, Premier Campbell presented awards in seven categories profiling some exceptional talent.

To support public servants to rise to excellence, this year the Pacific Leaders program was enhanced to provide full coverage for books and tuition up to $5,000 for undergraduate programs, and up to $7,500 for graduate programs. The program has provided more than 670 scholarships to employees to date.

We recognize that welcoming new employees is as important as supporting those already in service. That is why we're offering an enhanced 'Welcome to the Public Service' session, combining a half day orientation to government with a memorable Oath of Employment ceremony, highlighting the responsibilities associated with being a public service employee. This corporate Oath and Orientation program will be offered four times a year in all four regions of the province during 2008/09 as part of the Corporate HR strategy's effort to retain new public service employees.

Through the new Aboriginal internship program, 15 Aboriginal youth were welcomed to their new roles in the public service in September 2007, have since shared their skills on a wide variety of projects, and moved on to three months work experience with Aboriginal organizations. We look forward to the next group of interns this Fall.

As Minister responsible, I believe this plan will contribute to a public service of the highest standard. The *2007/08 BC Public Service Agency Annual Service Plan Report* compares the actual results to the expected results identified in the Agency's September 2007 update of the *2006/07 – 2007/08 Service Plan*. I am accountable for those results as reported.

Ida Chong

Honourable Ida Chong, FCGA
Minister of Community Services

June 20, 2008

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Highlights of the Year

It is the role of the BC Public Service Agency to provide leadership in human resource management and services to ministries that will facilitate the achievement of public service excellence in order to realize all of the Five Great Goals.

Related accomplishments in 2007/08 include the following:

- **We're In the Top Forty** — For the first time the BC Public Service has been corporately recognized as being one of British Columbia's top employers. According to Mediacorp, the group that organizes this particular top employer list, in addition to being the largest employer in the province we are also one of the best places to work. This evaluation considers factors such as our benefits package, pension program, and support for training and development. Programs such as the Pacific Leaders Program have helped set us apart from other employers. Our unique employee recognition programs including the Premier's Innovation and Excellence Awards also helped us make this list.
- **Corporate Human Resources Plan** — In collaboration with the Deputy Ministers Council, the Agency coordinated the development of our updated Corporate Human Resource Plan "Being the Best". The second edition of this plan reinforces the collective efforts that will be made to continue to build capacity, increase competitiveness, and manage for results, facilitating the transformation from a great organization to the Best.
- **Corporate Employment Brand** — "Where Ideas Work" is the new employment brand of the BC Public Service and is managed by the Agency's Hiring Strategy and Services Branch. This employment brand supports the Corporate Human Resources Plan, that aims to position ourselves as an employer who values innovation and seeks out new ideas.
- **Premier's Innovation and Excellence Awards** — The Fourth Premier's Innovation and Excellence Awards Ceremony and Dinner was held on March 10, 2008, at the Victoria Conference Centre. Almost 600 employees, elected officials, and guests were in attendance and even more at the four regional ceremonies. Recipients in seven categories were recognized, including Innovation, Leadership, Organizational Excellence, Partnership, Service Excellence, Cross-Governmental Integration and the newly introduced Legacy Category. These awards are intended to highlight and reinforce progressive management practices within the BC Public Service and recognize innovation, leadership, and new ideas to improve service delivery. Agency staff led the implementation of these events and ensured that all attendees felt appreciated for their contributions and achievements.
- **Pacific Leaders Program** — Administered by the BC Public Service Agency, the Pacific Leaders program has provided 671 scholarships to employees to date. In 2008, this program was enhanced to provide 100 per cent coverage for books and tuition up to $5,000 for undergraduate programs, and up to $7,500 for graduate programs.

- **Corporate Oath and Orientation Program** — In October, the new Oath and Orientation Program developed by the Agency was launched. "Welcome to the Public Service" has two components. The first part of the day provides an overview about the structure, roles and features of government and the public service. The second part is the new formal Oath of Employment ceremony that serves to reinforce the importance of taking the oath and highlights the responsibilities associated with being a public service employee. This program will take place quarterly in all four regions of the province in 2008/09 as part of the Corporate HR Strategy's commitment to retain new public service employees.
- **Aboriginal Interns Welcomed** — The new Aboriginal internship program welcomed 15 Aboriginal youth to their new roles in the BC Public Service in September 2007. Successful applicants have been placed by the Agency in nine different government ministries for nine months of work experience, to be immediately followed by three months of work experience in Aboriginal organizations.
- **Cold and Flu prevention** — Our cold and flu prevention strategy, managed by the Agency, reinforced personal protective health practices across our workforce. 37% (1,400) of Public Service employees received influenza vaccinations.
- **My Health Matters** — The Agency continues to develop innovative new programs to improve the health of employees in the public service. 2,377 employees were involved in preventive health pilot projects including health risk assessments (1,083 completed) direct nursing risk assessments (581) and 267 employees with increased health risks were involved in health coaching follow-up. A cross-ministry regional health promotion pilot called 'My Health Matters' is supporting all employees in Kamloops and Nanaimo with preventive health programming.
- **Quittin Time** — 1,000 employees and their family members enrolled in a quit smoking attempt through Quittin' Time smoking cessation program. Supported by Ministry of Health and ActNow BC the Agency administers this innovative program links extended health support to comprehensive pre and post quitting professional counselling support.

Purpose of Agency

Our mandate is to provide human resource leadership for the ministries, agencies and the employees working to serve British Columbians. We take pride in serving our customers and clients so they can create a work environment where all public servants can excel.

The BC Public Services Agency is accountable to the Deputy Ministers Council to provide cost effective service on day-to-day transactional activities to our clients and customers in the public service. In addition, we are called upon to play a strategic role in supporting the BC Public Service to realize its vision of becoming a more dynamic and rewarding place to work than ever before — one that is recognized as the employer of choice across the country.

With more than 400 employees, the BC Public Service Agency is one of the largest human resources organizations in British Columbia. We are bound by a singular commitment to make the BC Public Service the best public service employer in Canada. Our Agency employees work in eight cities across the province, in Abbotsford, Burnaby, Kamloops, Nanaimo, Nelson, Prince George, Vancouver and Victoria. Our people have deep knowledge and specialized skills and represent the best human resource professionals in the country.

Strategic Context

Planning Context and Key Strategic Issues

The BC Public Service is the largest corporate workforce in the province, serving over 280 communities across British Columbia. From frontline workers to accountants and architects, researchers and analysts, to information technology professionals and others, there is virtually no area of expertise unrepresented. Public servants provide a wide range of services to British Columbians including health care, public safety, education, and environmental management, to name a few.

The government's strategic plan calls for the achievement of Five Great Goals for a Golden Decade to realize the long-term vision for British Columbia as a prosperous and just province, whose citizen's achieve their full potential and have confidence in the future. The BC Public Service is vital to making government's goals a reality. The ongoing provision of these services is challenged by a number of internal and external factors that are helping to change human resource management policies and practices in the BC Public Service.

Internal Factors

- **Maintaining a healthy balance of exits and entrants** — By 2011, it is projected that exits from the BC Public Service will outnumber entrants. An astounding 42 per cent of public service managers and 31 per cent of unionized employees are expected to retire during the next ten years. If the BC public service is unable to increase its proportion of the growth of the labour force in the future, the size of the public service could shrink significantly, which will have unprecedented implications on how the public service operates and how it delivers services in the future.
- **Renewing the workforce** — Historically, nine out of ten vacancies in the BC Public Service were filled with internal candidates. Given the number of projected retirements in the next few years, this practice is unsustainable. The policy change opening all competitions to the public resulted in 23 per cent external hires in fiscal year 2006/07. This share has increased to 26 per cent in 2007/08. The average age of newly hired staff has decreased from 38.1 years to 36.5 in 2007/08. Currently the proportion of BC public service employees under the age of 30 is smaller than the proportion of the BC labour force that is under the age of 30; there is an opportunity for the BC Public Service to increase our market share in this segment of the labour force.
- **Encouraging mature employees to work longer** — The first of the Baby Boom generation in Canada turned age 60 in 2006. This is leading to an overall aging population and within the BC Public Service in particular. There is an upcoming wave of expected retirements; over the next ten years we will see our annual number of retirements doubling, resulting in one-third of the current public service retiring over ten years. At the same time, the average retirement age has gradually declined over time (ten years ago, the average retirement age from the BC Public Service was 59.1 years; in 2007/08, the average retirement age dropped to 57.9 years).

This, together with the elimination of mandatory retirement at age 65, has huge implications for the BC Public Service in terms of succession planning and knowledge management. As a result, the BC Public Service is developing an action plan to stay in touch with our alumni, to keep high performing retirement eligible employees engaged and working in the BC Public Service, and to attract retired public service employees back to work.

- **Recruitment and retention in the north and remote communities** — There is long standing and systemic problems among all employers in recruiting and retaining staff outside of urban centres. The BC Public Service must compete for and attract staff to remote communities in order to provide high quality services to citizens and clients. The Public Service Agency is working closely with regionally-based staff across a number of ministries to develop concrete actions to bring BC Public Service benefits in isolated communities in line with other public and private sector employers.
- **Projected skills for the future are shifting** — The competencies and skill sets needed from employees in the future will be different than the competencies and skills of our employees of yesterday and today. The BC Public Service will need to be an agile and creative employer to respond to and keep abreast of these changes.

External Factors

- **Competition for talent** — The search for talent has become a global competition. The BC Public Service needs to look locally, nationally and globally for talent and recognize that our large pools are potential sources for other employers.
- By 2015, the demand for workers is projected to increase by 50 per cent in some sectors.
- Based on the demand for skilled resources, candidates can afford to be more selective and will choose organizations that provide an engaging work environment, good career, learning and development opportunities, and competitive salaries and benefits.
- **Demographic shift** — In British Columbia, falling birth rates and a growing/changing economy is leading to increased competition for labour in all sectors of the province. This has been intensified by our aging population that is causing the labour force to shrink; one in four individuals is now over the age of 65.
- **Employment rate** — In 2007, the province's employed population grew faster than its labour force, causing the annual unemployment rate to fall to 4.2 per cent. This drop of 0.6 percentage points from 2006 resulted in the lowest annual unemployment rate in 30 years. By 2009, the annual growth rate of the overall BC population will exceed the growth rate of BC's working age population and continue to outpace it for at least the next twenty years.
- Over the next ten years, B.C. is expected to have one million job openings — 350,000 more openings than people graduating from high school.
- **Awareness of public service career opportunities** — Many eligible employees were previously unaware of career opportunities within the BC Public Service. The "Where Ideas Work" brand has helped to raise our profile and compete successfully for talent against the private sector and other public sector jurisdictions.

Report on Performance

The government's Strategic Plan calls for the achievement of Five Great Goals that are intended to achieve a long term vision for British Columbia — a prosperous and just province, whose citizen's achieve their full potential and have confidence in the future. To achieve this there needs to be a strong and nimble public service that strives to be the leader in Canada and recognized internationally for public service excellence.

The drive toward service excellence requires every employee to challenge the status quo, to look for ways to improve performance in the organization and to turn good ideas into action. Improving the way the BC Public Service operates requires a workforce that is engaged, an ability to attract and retain top talent, flexibility to adjust to emerging priorities, an ability to grow and share knowledge freely, and collaboration across various business units. Public servants are more likely to recommend the BC Public Service as a great place to work and be prepared to move beyond the status quo if they feel energized, inspired by their leaders and valued for the contributions that they make.

The following performance summary reports the results of the public service overall.

Performance Plan Summary Table

Goal 1: Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives. For greater detail see pages 15 to 17	**2007/08 Target**	**2007/08 Actual**
1.1 The recruitment policy, process, and tools in the B.C. provincial government facilitate hiring of highly competent employees. **1.2 The B.C. provincial government is recognized as an attractive employer.**		
Per cent of competition audits that confirm individuals were appointed to the public service based on merit.	100%	96% SUBSTANTIALLY ACHIEVED

Goal 2: The public service promotes a safe and healthy workplace that supports the well-being of employees. For greater detail see pages 17 to 19	**2007/08 Target**	**2007/08 Actual**
2.1 Safe workplaces. **2.2 Safe and timely returns to work for individuals who are ill or injured.** **2.3 Healthy and productive work environments.**		
Per cent of employees who say that a safe and healthy workplace exists in my work unit.	75	74 SUBSTANTIALLY ACHIEVED

Goal 3: The public service is a versatile workforce that can adapt to meet changing needs. For greater detail see pages 19 to 21	**2007/08 Target**	**2007/08 Actual**
3.1 Refocus our investments in learning to accelerate the development of people for key roles across the public service. **3.2 Provide structured means to share knowledge across the organization.** **3.3 Foster continuous learning across the organization.**		
Per cent of employees who report their organization supports their work related training, learning and development.	75%	62% NOT ACHIEVED

Goal 4: Public service employees understand their roles, how their work contributes to achieving the goals of government, and are focused on results. For greater detail see pages 21 to 24	**2007/08 Target**	**2007/08 Actual**
4.1 Employee engagement is measured, addressed and improved. Employee engagement in the public service.	Further Improvement	66 ACHIEVED
4.2 Employees receive a strong orientation to their jobs and the public service. Percentage of employees who understand how their work contributes to achieving Service Plan objectives.	70	66 SUBSTANTIALLY ACHIEVED
4.3 Facilitate performance management best practices. Percentage of employees who have had a formal performance review in the last year.	100%	86% SUBSTANTIALLY ACHIEVED

Goal 5: BC Public Service employees exhibit the highest standards of conduct. For greater detail see pages 24 to 25	**2007/08 Target**	**2007/08 Actual**
5.1 Ensure all employees fully understand their roles and obligations as public servants.		
Percentage of employees who understand their responsibilities and obligations as a public servant.	90%	91% ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives

The B.C. Public Service faces a potential labour shortage brought on by an aging population and increasing competition in the marketplace. At the same time the public service is undergoing significant transformation and will need to ensure the right skills are available in the right place at the right time to deliver critical public services. To attract high-quality applicants, the BC Public Service must not just be visible in the labour market but considered an attractive employer. This goal is vital to ensure the continuation of a high-quality public service. It supplements the corporate human resource goal of improving our competitiveness.

Objective 1.1: The recruitment policy, process and tools in the B.C. provincial government facilitate hiring of highly competent employees

Faster decision-making and more effective recruitment is necessary to support and deliver government's business goals.

Strategies

Key strategies for this objective include:

- Facilitate Workforce Planning activities across government and lead the implementation of revised Corporate Human Resource plan;
- Facilitate targeted recruitment campaigns; and
- Provide training and tools to support managers to make sound hiring decisions.

Objective 1.2: The B.C. provincial government is recognized as an attractive employer

Consistent with Goal 2 of the Corporate Human Resources Plan, the BC Public Service will need to continue to improve its competitiveness so that it can vie with the private sector for talented people to meet its workforce needs now and in the future. Establishing a higher profile in the external marketplace through marketing and recruitment efforts form one part of a larger, multi-faceted human resource strategy to address the projected workforce challenges.

Strategies

- Ongoing marketing and branding program to raise the visibility and appeal of government as an employer.
- Increased career advertising to heighten awareness of employment opportunities within the public service.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of competition audits that confirm individuals were appointed to the public service based on merit.	97.1%	96%	100%	96%[1] SUBSTANTIALLY ACHIEVED

Data Source: Office of the Merit Commissioner 2006/07 Annual Report — The report is available at www.meritcomm.bc.ca/reports/2006_2007AnnualReport.pdf.

[1] Based on preliminary results for the Office of the Merit Commissioner.

Discussion of Results

Merit means that appointments will be non-partisan and made on the basis of an assessment of competence and ability to do the job. The *Public Service Act* states that the matters to be considered in determining merit must, having regard to the nature of the duties to be performed, include the applicant's education, skills, knowledge, experience, past work performance and years of continuous service in the public service. The Merit Commissioner monitors the application of the merit principle in the BC Public Service. Random audits examine whether appointments are the result of a merit-based process and that the individuals appointed are competent and qualified to do the job. Merit is also monitored by reviewing appointments on request for employee applicants who believe that the merit principle was not applied to specific appointments for bargaining unit positions.

Results for 2006 were not available when last years service plan report was published. The Merit Commissioners' audit found 96 per cent of appointments were based on the merit principle. This audit represented 8 per cent of all in-scope appointments made in 2006. Of the 308 appointments audited, the Merit Commissioner found only nine cases where merit was not applied in the process. It is important to note that even in the instances where the process was found to be flawed, the audit confirmed that the individual(s) appointed were qualified for the job. No appointments were found to be made based on patronage.

The audit for 2007 will be the largest audit of appointments undertaken by the Office of the Merit Commissioner. A random sample consisting of 10 per cent of the 5,752 appointments made in 2007 is being audited. Results are expected to be released in the summer of 2008. The preliminary audit result of 96 per cent indicates that public service appointments continue to be made based on merit.

Goal 2: The public service promotes a safe and healthy workplace that supports the well-being of employees

Objective 2.1: Safe workplaces

Maintaining a safe workplace promotes the well-being of employees and helps to ensure the uninterrupted provision of provincial programs and services.

Strategies

- Develop an occupational safety strategic plan for the BC Public Service;
- Provide client organizations the direction, knowledge, tools and support necessary to implement and maintain effective safety management programs; and
- Enhance safety reporting.

Objective 2.2: Safe and timely returns to work for individuals who are ill or injured

The Government of British Columbia is committed to providing an efficient and effective public service and recognizes the importance of managing health-related absences to enhance this commitment.

Strategies

- Continuous improvement to the Disability Case Management function so that clients and employees receive the best possible service; and
- Implement enhanced reporting for clients.

Objective 2.3: Healthy and productive work environments

Strategies

- Evaluate needs and develop a health strategy proposal for the public service.
- Develop and implement appropriate workplace programs and tools to help reduce health risks.
- Assess needs and implement regular reporting.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of employees who say that a safe and healthy workplace exists in my work unit.[1]	62	66	75	74 SUBSTANTIALLY ACHIEVED

Data Source: BC Public Service Work Environment Survey conducted by BC Stats.

[1] The data source for this measure has been expanded to better reflect the outcomes that it is intended to measure. This measure is now based upon the average of the following two questions from the annual Work Environment Survey; "The physical security of my workplace is satisfactory"; and "A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit."

Discussion of Results

The B.C. Government's investment in employee health and safety helps to foster a healthy and engaged workforce. Our benefits package is similar to other large employers and is a key factor in the attraction and retention of qualified employees.

The BC Public Service Agency has developed a fully integrated disability case management model that ensures timely deployment of the resources and expertise needed to help facilitate safe, timely and sustainable returns to work. Services include all aspects of benefit administration from claim administration to case strategies, planning and implementation, medical case management, return to work planning, job training and vocational rehabilitation for ill and injured employees.

In 2007, the number of work days lost due to illness (8.5 days per FTE) for employees appointed under the *Public Service Act* was less than the benchmark for Canadian public sector employers (10.4 per FTE.) This represents $7.2 million in avoided costs for ministry operations. The BC Public Service illness absence rate is also lower than the benchmark for large (greater than 500 employees) private and public sector employers (9.7 days per FTE — $4.6 million avoided costs.)

The Agency continues to develop innovative programs to help support employee health. In 2007/08, 1,000 employees and their family members enrolled in a quit smoking attempt through the newly introduced Quittin' Time smoking cessation program. Supported by the Ministry of Health and ActNow BC this program links extended health support to comprehensive pre and post quit professional counselling support.

2,377 employees were involved in preventive health pilot projects including health risk assessments (1,083 completed) direct nursing risk assessments (581). As a result, 267 employees with increased health risks are involved health coaching follow-up. A cross-ministry regional health promotion pilot called 'My Health Matters' is supporting all employees in Kamloops and Nanaimo with preventive health programming.

A cold and flu prevention strategy reinforced personal protective health practices across the workforce and 37 per cent (1400) of the Public Service employees received influenza vaccinations. An evaluation of employee population health risks and health benefit performance was completed for each ministry to support targeting further preventive health interventions.

Goal 3: The public service is a versatile workforce that can adapt to meet changing needs

Public service work is predominantly knowledge work and employees of government are predominantly knowledge workers. Knowledge is different from every other historical means of production. It becomes obsolete rapidly. It cannot be inherited. It must be acquired at the individual level. In a knowledge society, a person's and the organization's ability to acquire and share knowledge is their most important competency. Accordingly, one of the most important investments the government can make is an investment in its employees — its human capital.

Objective 3.1: Refocus our investments in learning to accelerate the development of people for key roles across the public service

Strategies

- Target learning to key and critical roles such as finance and management streams.
- Implement a comprehensive succession management program to prepare employees for new assignments across the organization.
- Target developmental assignments to areas of highest need. This approach is a key component of accelerated leadership development used to broaden skill sets and develop executive competencies.

Objective 3.2: Provide structured means to share knowledge across the organization

Given the volatile nature of knowledge and pending succession challenges faced by the government, the transfer of knowledge for reuse, awareness and training is an essential element of government's desire to build internal capacity and keep pace with social, economic, and technological changes.

Strategies

- Implement initiatives designed to improve the transfer of knowledge and the sharing of best practices, such as "Communities of Practice" — a forum used by staff to learn from the experiences of colleagues.

Objective 3.3: Foster continuous learning across the organization

In competitive and fast moving environments, complacency and rigidity are fatal. Learning promotes perspective and innovation and is a key driver of change. Empirical studies in both public and private sector organizations have shown that learning investments produce substantial economic returns to organizations through reduced costs, increased efficiencies and other direct and indirect benefits that improve the performance and competitiveness of the organization.

Strategies

- Balance the focus of employee learning between formal and informal opportunities to learn job-related skills.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Per cent of employees who report their organization supports their work related training, learning and development.	58%	60%	75%	62% NOT ACHIEVED

Data Source: BC Public Service Work Environment Survey conducted by BC Stats.

Discussion of Results

The partnership approach to the provision of learning opportunities will help government invest in its people and build capacity. The agency will continue to work with ministry staff at all levels from executives to line level staff to ensure that all employees have the opportunity for continuous learning and knowledge sharing. New learning and training opportunities as well as specialized learning and development programs are continuing to be targeted towards critical positions identified by ministries as being "at-risk". The Agency will continue to work with the Deputy Ministers' Council to address learning and development issues.

Agency Response

The recent update to the Corporate Human Resources plan included a commitment to "better regional accessibility to key leadership training programs." In support of this objective, leadership training has been expanded to include offerings in regional centers like Kamloops, Prince George and Fort St. John. The Agency will continue to work with regional offices to identify and deliver workshops or one-day seminars where they are needed most. In addition, as part of the Agency's efforts to recruit and retain employees in northern and remote communities, more training is being made available in those employees' home communities.

Goal 4: Public service employees understand their roles, how their work contributes to achieving the goals of government, and are focused on results

A public service striving for service excellence and innovation requires a workforce that is engaged, flexible to adjust to emerging priorities and supported to get the right results. Performance management practices vary widely across government and better tools to support ministries in managing performance across the public service are required. This goal is intended to ensure employee understanding of their roles and to focus their contributions to most effectively support the organization's goals and objectives.

Objective 4.1: Employee engagement is measured, addressed and improved

Research shows that organizations with more engaged employees tend to outperform organizations with less engaged employees. In the private sector, highly engaged organizations tend to be more productive and profitable, experience less turnover and absenteeism, and retain more employees. By measuring employee engagement in the BC Public Service and developing specific, targeted strategies to improve annual results, management hopes to strengthen the work environment, consistent with goal three of the Corporate Human Resource Strategy, *Being the Best.* The ultimate aim is to make the BC Public Service a more productive workforce — one that results in better public services.

Strategies

- Implement annual Work Environment Survey, which measures employee engagement and develop strategies to address issues that arise out of the survey results.
- Benchmark employee engagement across Canada.
- Identify best practices and disseminate a toolkit to assist ministries with improving employee satisfaction and commitment.

Objective 4.2: Employees receive a strong orientation to their jobs and the public service

New employee orientation helps to effectively integrate a new employee into the work environment; assists with retention, motivation, and job satisfaction; and enables the individual to become a contributing member of the work team. Orientation contributes to productivity through employee engagement; it promotes clarity from the moment of hiring and helps to establish loyalty.

Strategy

- In support of this objective, the new employee Oath and Orientation program that provides a better overview to the roles and responsibilities of public service employees was introduced.

Objective 4.3: Facilitate performance management best practices

Employee performance management is a process a manager and employee participate in throughout the year. The process and supporting tools encourage an approach that increases success in achieving business goals.

Strategies

- Provide tools to improve how government manages employee performance.
- Align employee performance management processes with government strategic and business planning processes.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Employee engagement in the public service.	58	63	Further improvement	66 ACHIEVED
Percentage of employees who understand how their work contributes to achieving service plan objectives.	61	70	70	66 SUBSTANTIALLY ACHIEVED
Percentage of employees who have had a formal performance review in the last year.	62%	70%	100%	86% SUBSTANTIALLY ACHIEVED

Data Source: BC Public Service Work Environment Survey conducted by BC Stats.

Discussion of Results

Each year the BC Public Service measures employee engagement through the Work Environment Survey. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Ratings for each element of engagement (commitment, organizational satisfaction, and job satisfaction) are averaged based on a 100-point scale.

Keeping in mind that employee engagement is a long-term commitment to people it will take time to affect and sustain cultural change. The Agency is very encouraged by the improvement to the engagement rating in the past year. Incremental improvements to employee engagement are anticipated to continue on an annual basis. The BC Public Service is committed to continually increasing employee engagement.

Agency Response

The target for the second measure, *percentage of employees who understand how their work contributes to achieving Service Plan objectives*, was substantially achieved. Helping employees understand how their work contributes to achieving service plan objectives is important as it promotes teamwork, commitment, job satisfaction, and organizational satisfaction. All provincial ministries and agencies will continue to strive for improvements to this measure during the next fiscal year.

The need for performance reviews is a mandatory requirement within the BC Public Service that has gained greater awareness among government employees. Organizations that have reached 100 per cent of all employees with performance reviews have reported that achieving these targets can take from one to three years to realize. In support of this goal, the Agency has implemented a corporate online e-performance system. This performance management system supports and reinforces a consistent approach to performance management across the BC Public Service and creates a direct connection for each employee to their organization's service plan goals. As this tool becomes widely adopted cross-government future improvement is anticipated.

Goal 5: Public Service employees exhibit the highest standards of conduct

The BC Public Service is held to a high standard due to its responsibility to the citizens of British Columbia. In order to ensure the standard is met, individual public servants must be keenly aware of the expectations of them in terms of their work and conduct on the job.

Objective 5.1: Ensure all employees fully understand their roles and obligations as public servants

Strategies

- Implement an annual program for all employees to ensure their understanding of and commitment to the standards expected of all public servants.

Performance Results

Performance Measure	2006/07 Target	2007/08 Target	2007/08 Actual
Per cent of employees who understand their responsibilities and obligations as a public servant.[1]	New Measure	90%[2]	91% ACHIEVED

[1] Future performance in relation to this goal will be measured based on the number of new employees who complete the Oath and Orientation program within the first six months of their employment.

[2] The target for this measure has been revised.

Discussion of Results

In 2007/08, the BC Public Service Agency embarked on a province-wide Oath and Orientation program in support of this goal. Each new employee is invited to go through a one-day orientation program called "Welcome to the Public Service". This program formally welcomes new employees and provides an overview of the structure, roles and features of government, the public service and key government priorities. An important component of the day includes an overview of the formal accountabilities associated with being a public service employee and the Oath of Employment ceremony. Partnered with an existing employee or a "buddy", new employees take the Oath of Employment. It is also an opportunity for existing employees to reaffirm their oath as a member of the BC Public Service.

Nine sessions have now been conducted in Prince George, Kamloops, Vancouver and Victoria — six in 2007/08 and another three in the first two months of 2008/09. In total, approximately 750 new employees have attended the program. Another 640 existing employees[1] have attended as buddies. 91 per cent reported to have attended a session within six months of joining the BC Public Service. Here are other highlights:

- 90 per cent agree or strongly agree that Oath Ceremony was a meaningful part of their orientation to the BC Public Service.
- 89 per cent agree or strongly agree that Oath Ceremony affirmed or strengthen their sense of pride in the BC Public Service.
- 79 per cent reported considerable or extensive increase in their understanding of what is expected of them as a public service employee.

The BC Public Service Agency will continue expand this program across the province as a way to reinforce to employees, both new and existing, the importance of exhibiting the highest standards of conduct.

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[1] Some employees have found this to be an extremely rewarding experience and have signed up to be a buddy for more than one session.

Report on Resources

Resource Summary Table

Core Business Areas	Estimated[1]	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Business Transformation	9	0	9	718	709
Client Services	4,866	0	4,866	2,493	(2,373)
Talent Management	1,749	0	1,749	4,312	2,563
Employee Relations	260	0	260	500	240
Compensation, Benefits and Policy	4,275	14,826	19,101	16,330	(2,771)
Executive and Support Services	1,074	0	1,074	2,706	1,632
Total	**12,233**	**14,826**	**27,059**	**27,059**	**0**
Full-time Equivalents (FTEs)					
Business Transformation	10	0	10	25	15
Client Services	187	0	187	271	84
Talent Management	18	0	18	51	33
Employee Relations	35	0	35	28	(7)
Compensation, Benefits and Policy	108	0	108	0	(108)
Executive and Support Services	5	0	5	14	9
Total	**363**	**0**	**363**	**389**	**26**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Business Transformation	1,299	0	1,299	1	(1,298)
Client Services	0	0	0	110	110
Talent Management	0	0	0	11	11
Employee Relations	0	0	0	22	22
Compensation, Benefits and Policy	0	0	0	0	0
Executive and Support Services	270	0	270	201	(69)
Sub-total	**1,569**	**0**	**1,569**	**345**	**(1,224)**
Adjustment of Prior Year's Accrual	0	0	0	(146)	(146)
Total	**1,569**	**0**	**1,569**	**199**	**(1,370)**

[1] Contingencies accessed to fund LTD program.

Annual Service Plan Report Appendices

Appendix A: Hyperlinks to Additional Information

For more information about job opportunities in the BC Public Service please visit: www.employment.gov.bc.ca/

For more information about the Pacific Leaders program please visit: www.pacificleaders.gov.bc.ca/

For more information about Quittin'Time our newly introduced smoking cessation program for employees of the BC Public Service, their spouses and dependents please visit: www.quittintime.gov.bc.ca/

For more information about Being the Best: the Corporate Human Resources Plan for the BC Public Service please visit: www.bcpublicservice.ca/hrplan/

For more information about the Office on the Merit Commissioner please visit: www.meritcomm.bc.ca/

For Agency locations and contact information please visit: www.bcpublicservice.ca/agency/locations.htm

Appendix B: Ministry Contact Information

For more information please visit our website:
www.bcpublicservice.ca/

Head Office: Victoria

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V8W 2H2
PO Box 9404 Stn Prov Govt
V8W 9V1
Phone: 250 387-0518

Vancouver Island Region — Client Services

Nanaimo
Suite 503
345 Wallace Street
V9R 5B6
Phone: 250 741-5472
Fax: 250 741-5475

Victoria
Third Floor
940 Blanshard Street
PO Box 9481
V8W 2H3
Phone: 250 356-1500
Fax: 250 387-0886

Northern Region — Client Services

Prince George
Fifth Floor
500 - 1011 – 4th Avenue
V2L 3H9
Switchboard Phone: 250 565-4242
Fax: 250 565-4180
Hiring Services Unit Phone: 250 565-4180
Fax: 250 565-4376

South Coast Region — Client Services

Abbotsford
220 - 2881 Garden Street
V2T 4X1
Phone: 604 557-1700
Fax: 604 504-4113

Burnaby
Suite 204
204 - 4940 Canada Way
V5G 5K6
Phone: 604 660-3900
Fax: 604 660-3994

Vancouver
Eighth Floor
865 Hornby Street
V6Z 2G3
Phone: 604 660-0828
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Southern Interior Region — Client Services

Kamloops
167 Lorne Street
V2C 1V9
Phone: 250 371-4330
Fax: 250 377-4472

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310 Ward Street
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Ministry of
Small Business and Revenue
and
Minister Responsible for Regulatory Reform

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Due to policy changes by the National Library of Canada, cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia Ministry of Small Business and Revenue, see Ministry Contact Information on Page 35 or contact:

Ministry of Small Business and Revenue
PO BOX 9432
STN PROV GOVT
VICTORIA BC
V8W 9N6

or visit our website at
www.gov.bc.ca/sbr/

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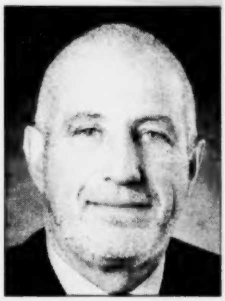

Message from the Minister and Accountability Statement

As Minister, I am pleased to share the Ministry of Small Business and Revenue's third-year results with you.

Our Ministry remains steadfast in its mandate to make British Columbia "Canada's most small business friendly jurisdiction," to strive for continuous improvements in customer service, and to become a centre of excellence for tax administration and revenue management.

Much of our success stems from strong partnerships with small business and industry. The permanent Small Business Roundtable, established in October 2005, has completed 29 consultations, engaging 469 small business owners and industry representatives throughout British Columbia. The Roundtable released its second-year report in October 2007 and government responded, further reforming regulations, promoting entrepreneurship, addressing skills shortages, reducing personal income taxes as well as small business and corporate income taxes, and involving small business in British Columbia's Climate Action Plan.

As Minister Responsible for Regulatory Reform, I lead our government's efforts to foster a more streamlined and simplified regulatory environment. As of March 2008, we have eliminated over 163,000 regulatory requirements, a reduction of over 42.6 per cent since June 2001, and we remain committed to a zero net increase through 2012.

Our government has made significant progress implementing two key strategies in the Small Business Action Plan. In partnership with the federal government and participating municipalities, BizPaL provides business owners and operators with a single online source to identify permits and licences required from all three levels of government. Our government has achieved its goal to have 25 municipalities up and running by March 2008. Moving forward, our goal is to make BizPaL available to all municipalities in British Columbia by 2010. In recognition of its successes, the BizPaL program was awarded a Premier's Innovation and Excellence Award in March 2008.

In partnership with the Ministry of Community Services, the Union of British Columbia Municipalities, the Ministry of Finance (OneStop) and local municipalities, the Ministry developed a model for a mobile business licence which will allow businesses to operate cross-municipally with one licence. In January 2008, a pilot for mobile businesses was launched involving 17 municipalities in the Okanagan-Similkameen. As of March 2008, over 1,500 businesses had acquired the Mobile Business Licence.

The Provincial Sales Tax Review was completed in March 2008. The review resulted in 13 provincial sales tax changes in Budget 2007 and eight changes in Budget 2008, together saving small businesses and British Columbians $129 million over the next three years.

During Small Business Month 2007, we also launched the fourth edition of the *Taxpayer Fairness and Service Code*, which continues to enhance taxpayers' rights and service standards, and improves the clarity, timeliness and quality of the audit process.

The *2007/08 Ministry of Small Business and Revenue Annual Service Plan Report* compares the actual results to the target results of the 2007/08 – 2008/09 Service Plan. Under the *Balanced Budget and Ministerial Accountability Act*, in 2007/08, I was accountable for earning $215.5 million in incremental revenue in respect to revenue payable under enactments administered by the Minister of Small Business and Revenue. For the year ending March 31, 2008, I can confirm $263.1 million in incremental revenue.

I want to acknowledge and thank all Ministry staff whose dedication to our customers makes our goals and objectives real for British Columbians. I am proud of their hard work.

Our efforts to make British Columbia "Canada's most small business friendly jurisdiction" are contributing to the economic prosperity of today. British Columbia is leading the nation as small business growth triples the national average and British Columbia ranks first in the number of Canadians in-migrating to our province, up 31 per cent since 2006. Our government has committed to reducing greenhouse gas emissions 33 per cent by 2020 and to making the public service carbon neutral by 2010. With this, British Columbia is positioned still stronger as an international leader in both environmental stewardship and economic innovation.

Our Ministry is committed to excellence in customer service, fair tax administration and a more straightforward regulatory environment — all of which contribute to making British Columbia the best place on earth to live, work and invest.

Rick Thorpe.

Honourable Rick Thorpe
Minister of Small Business and Revenue
and Minister Responsible for Regulatory Reform
sbr.minister@gov.bc.ca

June 20, 2008

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Highlights of the Year

Making British Columbia the most small business friendly province in Canada

The Ministry of Small Business and Revenue continued to fulfill government's commitment to make British Columbia the most small business friendly jurisdiction in Canada.

- The Action Plan for Small Business[1] details strategies and initiatives to support the ongoing success of the small business sector. The Action Plan was released in October of 2007, in response to recommendations of the permanent Small Business Roundtable in their first annual report[2] to government. The Roundtable, created in 2005 to advise government on strategies to promote small business success, released its second annual report in October 2007.

- 2007/08 saw significant progress on a number of the key strategies in the Action Plan. For example:

  - **Tax savings for British Columbia citizens and businesses**
    Continuing government's promise to review taxation policy, in 2007, the Ministry completed the Provincial Sales Tax (PST) Review.[3] The Review identified ways to streamline, simplify and enhance the fairness of the PST. British Columbia businesses gained an annual tax savings of three million dollars as a result of eight changes included in Budget 2008. This is in addition to the $40 million a year in tax savings realized in Budget 2007.

    Additionally in Budget 2008, government introduced measures reducing personal taxes for British Columbians, and reduced both the small business and corporate income tax rates — enhancing the competitiveness of British Columbia's business environment.

  - **Implement the BizPaL online business information tool across British Columbia**
    BizPaL is a free web-based service that simplifies and quickly identifies the federal, provincial and local government permits and licences required to start a business in a specific community. By linking the permits and licences of all three levels of government, BizPaL streamlines the business start-up process, saving entrepreneurs time and thus money. During 2007/08, BizPaL availability grew from two to 25 of the province's 157 municipalities. In 2008/09, the Ministry will work with local governments to make BizPaL available to another 50 municipalities, and by 2010/11 BizPaL will be available in all 157 municipalities. Recognizing the success of this initiative, the BizPaL program was awarded a Premier's Innovation and Excellence Award in March 2008.

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[1] View British Columbia's Action Plan for Small Business at www.gov.bc.ca/sbr/attachments/action_plan_for_small_business.pdf.

[2] View the Small Business Roundtable — 2006 and 2007 Annual Reports at www.smallbusinessroundtable.ca/publications.htm.

[3] View the PST Review website at www.sbr.gov.bc.ca/pstreview.

- **Promoting the expansion of the Mobile Business Licence, allowing mobile small businesses to more successfully operate across municipal boundaries**
  Working with local governments, the Ministry launched the Okanagan-Similkameen Mobile Business Licence pilot project including 17 area communities. The Ministry continues to work with municipalities across the province to facilitate and champion the adoption of a mobile business licence.

- The Ministry implemented the Training Tax Credit (TTC). The TTC provides income tax credits for employers and apprentices engaged in eligible apprenticeship programs, administered through the Industry Training Authority, to support the development of skilled workers who are vital to the ongoing economic success of our province.

- The Ministry contributed approximately $2.2 million toward the development of educational tools and products to support small business start up and growth across the province, including $700,000 for the operation of Small Business BC.[4]

- In partnership with several community organizations, the Ministry contributed $305,000 to implement the Video Conference Network in 15 locations throughout the province[5] to support regional delivery of small business training and support services offered by Small Business BC.

Citizen-Centred Regulatory Reform Continues to Save Individuals and Businesses Time and Money

- The Government of Canada singled out British Columbia as an "excellent example"[6] to other provinces in reducing regulatory burden.

- As of March 31, 2008, government has reduced the number of regulatory requirements by eight per cent from the benchmark set in June 2004 for a total reduction of 42.6 per cent. This represents 19,200 fewer regulatory requirements since June 2004 and a total reduction of over 163,000 regulations since 2001.

- Twenty ministry-specific and three cross-ministry citizen-centred regulatory reform projects[7] have been completed across government since implementation of this initiative in 2006. These projects save individuals and businesses time and steps when complying with government regulations or accessing government programs and services.

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[4] For more information on Small Business BC, view online at: www.smallbusinessbc.ca.

[5] Sites are now operational in Vancouver, Victoria, Nanaimo, Surrey, Prince Rupert, Smithers, Prince George, Fort St. John, Dawson Creek, Quesnel, Williams Lake, Kamloops, Vernon, Penticton, and Cranbrook.

[6] Honourable Jim Flaherty, Minister of Finance, Government of Canada — March 2007 Budget Speech.

[7] View quarterly progress reports at: www.straightforwardbc.gov.bc.ca/progress/reports.htm.

Commitment to Service Excellence

- In 2007/08 the Ministry continued its commitment to achieving excellence in customer service. Highlights of the Ministry's accomplishments include:
    - Conducting 108 educational events for over 3,100 individuals and over 400 tax practitioners, and providing resource materials at nine industry events.
    - Providing information sessions to organizations serving seniors and persons with disabilities to increase awareness of programs and benefits for these citizens.
    - Improved customer service at the Taxpayer Services Centre. Based in Vancouver, the call centre provides timely public information regarding consumption taxes. The Centre realized significant improvements in three key areas of customer service — reducing the average wait time before calls are answered (from 17 seconds to 11), the percentage of abandoned calls (from an average of 80 per month to 47) and the percentage of calls receiving a busy signal (from an average of 46 calls per month to 15).
- In October 2007, the Ministry published the Fourth edition of the *Taxpayer Fairness and Service Code*.[8] The new edition of the Code reflects improvements in the small business audit process, including:
    - Improved completion time for small business audits, from five to four weeks;
    - Streamlined audit processes with fewer forms; and
    - Improved customer service through increased awareness of the Taxpayer Services Centre.

Revenue Funds Services for British Columbians

- The Ministry provides a central service to the Province for revenue and debt administration and collection. In 2007/08, the Ministry administered approximately $23 billion in revenue, or almost 63 per cent of estimated revenue[9] received by the province. This revenue supports the provision of important government programs, such as health care, education, social services and transportation for British Columbians.

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[8] View the fourth edition of the Code at: www.sbr.gov.bc.ca/msbr/tfsc/tfsc.htm.

[9] Based on provincial revenue estimate in the *Estimates (Fiscal year ending March 31, 2009)*, page 6, Estimated Revenue by Source, Updated Forecast 2007/08 (line item Taxpayer-Supported Programs and Agencies) — excludes self-supported Crown corporations.

Purpose of Ministry

The Ministry of Small Business and Revenue has a broad mandate, including:

- ***Supporting small business success***[10]
  Working with other ministries, partners and the small business community to foster a business climate where small business has the opportunity to prosper. This work significantly contributes to achieving government's Great Goal to create more jobs per capita than anywhere else in Canada.
- ***Identifying and collecting revenues to fund important government services***
  Delivering fair, efficient and effective tax administration and revenue management processes to provide revenues that fund essential services, such as health care, education, social services and transportation for British Columbians.
- ***Supporting straightforward government regulation***
  Working with ministries across government to reduce and simplify government's regulatory environment, making it easier and faster for citizens, business and industry to comply with regulations and access programs and services, and increasing British Columbia's economic and business competitiveness.
- ***Ensuring transparent, flexible, fair and equitable property assessment and review services***
  Supporting policy development and the Province's property assessment processes to ensure the system is competitive, affordable and supportive of economic growth for British Columbia property owners.

Additionally, the Minister is accountable for BC Assessment[11] and is charged with administration of the *Assessment Act* and the *Assessment Authority Act*. BC Assessment operates as an independent provincial Crown corporation governed by a board of directors. Its mandate is to establish and maintain uniform real property assessments, on an annual basis, for all property owners in British Columbia.

The Ministry's customers include provincial taxpayers, the small business community, industry, local governments, and other agencies and ministries to whom the Ministry of Small Business and Revenue provides tax administration and revenue management services.

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[10] A small business is one with fewer than 50 employees or is operated by a person who is self-employed without paid help. See Appendix A for definitions of terms used in the Annual Service Plan Report and Appendix B for legislation administered by the Ministry.

[11] For more information on BC Assessment, visit: www.bcassessment.bc.ca.

The Ministry depends on the contributions and support of a wide range of partners to fulfil its mandate. Ministry programs and services are delivered by Ministry staff, BC Assessment, the Property Assessment Appeal Board, Property Assessment Review Panels, the Canada Revenue Agency, the Canada Border Services Agency, Small Business BC[12] and a private sector service provider. Key to the Ministry's success is building and maintaining collaborative relationships.

Providing excellence in customer service is a fundamental value of the Ministry of Small Business and Revenue. The Ministry maintains service quality and client-centred service delivery through formal mechanisms such as legislation, performance and service agreements, and year-end reviews. The Ministry conducts its business based on the fairness and customer service principles detailed in the *Taxpayer Fairness and Service Code* (4th Edition)[13] and adheres to the core values of government — integrity, fiscal responsibility, accountability, respect and choice.[14]

More detailed information about the Ministry's core business areas, legislation and service code is available on the Ministry's website; refer to the Hyperlinks to Additional Information on page 36.

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[12] The Ministry, on behalf of the Province and in partnership with the federal government, jointly funds Small Business BC, a not-for-profit organization providing support to current and prospective small business operators in British Columbia. For more information on Small Business BC, visit www.smallbusinessbc.ca.

[13] For more information on the *Taxpayer Fairness and Service Code*, view online at: www.sbr.gov.bc.ca/msbr/tfsc/tfsc.htm.

[14] View the government's strategic plan at: www.bcbudget.gov.bc.ca/2008/stplan/. Government's core values: *integrity* — to make decisions in a manner that is consistent, professional, fair, transparent and balanced; *fiscal responsibility* — to implement affordable public policies; *accountability* — to enhance efficiency, effectiveness and the credibility of government; *respect* — to treat all citizens equitably, compassionately and respectfully; and *choice* — to afford citizens the opportunity to exercise self-determination.

Strategic Context

The following section provides an overview of the key external factors affecting the business of the Ministry of Small Business and Revenue in 2007/08.

Customer expectations. British Columbians expect their government to provide timely, high quality service. Therefore, the Ministry is continually identifying and implementing improvements to the delivery of programs and services it provides to the people and businesses of British Columbia. For example, the Ministry continues to strengthen its relationship with British Columbians based on the customer service principles detailed in the *Taxpayer Fairness and Service Code* (4th Edition), and report publicly on its customer service performance. Additionally, the Ministry has established consultative processes, such as the Small Business Roundtable and the Provincial Sales Tax (PST) Review, to hear directly from customers on issues related to its programs and services.

Voluntary compliance with financial obligations. The willingness of taxpayers to voluntarily meet their financial obligations is the foundation of the tax system in British Columbia. Because voluntary compliance is a critical factor in the Ministry's ability to meet its performance goals, it is important the Ministry encourage and support compliance by providing:

- high quality services resulting in a positive customer experience;
- timely, accurate and accessible information to assist customers in identifying and understanding their financial obligations to government;
- education and outreach services meeting the needs of a wide variety of taxpayers across the province; and
- tools, such as expanded access to electronic payments options, to make it as easy as possible to comply.

Changing demographics. British Columbia is experiencing significant demographics shifts. One key change is the increase in British Columbians for whom English is not their first language. The 2006 census showed 27.5 per cent of British Columbians spoke a language other than English in the home.[15] Therefore, the Ministry's ability to work with ethno-cultural associations to make information available and accessible to all British Columbians is important to the Ministry's continued success.

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[15] Ministry of Attorney General and Minister Responsible for Multiculturalism, 2006 Census Fact Sheet: British Columbia: Population and Language www.welcomebc.ca/en/growing_your_community/pdf/britishcolumbia2006.pdf.

Business environment. Provincial tax legislation and policy, and the regulatory environment contribute to the competitiveness of the province's investment climate and its ability to attract and retain small businesses. The Ministry has made significant progress in leading regulatory reform across government and it is critical to maintain the progress to date, while considering other opportunities to streamline regulation. Additionally, the Ministry will continue ongoing collaboration with other ministries and levels of government delivering programs and services impacting the small business community to implement initiatives to support the success of the small business sector.

Economic environment. The provincial economic environment directly affects the Ministry's success in revenue management and debt collection. In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years. Strong economic growth presents opportunities for revenue generation, both through new revenues and increased voluntary compliance with existing financial obligations to government. A positive economic environment also supports the Ministry mandate to promote a vibrant small business sector in all areas of the province.

Report on Performance

This section details the Ministry's performance during 2007/08 against the performance measures and targets set out in the 2007/08 – 2009/10 Service Plan.[16] The performance measures highlight the most critical aspects of Ministry performance and demonstrate the Ministry's commitment to being accountable to British Columbians for how well it delivers the programs and services within its mandate.

Setting meaningful performance measures and targets, and objectively measuring results allows the Ministry to drive continuous improvement in its program activities. Performance targets are based on past performance trends, government priorities, continuous improvement and the availability of resources. The Ministry continues to work with other jurisdictions to identify opportunities to benchmark its performance.

The performance data presented is tracked through Ministry financial and business information systems or gathered through customer surveys. Comparable information from prior years is provided for the purpose of historical comparison. Ministry revenue is audited by the Office of the Auditor General as part of the Summary Financial Statements and reported in the annual Public Accounts of Government of British Columbia. Ministry incremental revenue and debt collection data are monitored by the managers responsible and are reviewed by the Ministry's Executive Financial Officer. Customer survey data regarding satisfaction with the Ministry's audit processes are collected and analyzed by BC Stats. All other data are approved by the managers responsible for completeness of the records and data integrity.

The following table provides an overview of Ministry performance in 2007/08, compared to established targets, for each of the Ministry's goals and associated objectives.

In 2007/08, the Ministry exceeded, achieved or substantially achieved the performance targets for all nine performance measures.

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[16] View the Service Plan online at: www.bcbudget.gov.bc.ca/2007/sp/sbr/. The wording of Goals 2 and 4, and accompanying Objectives, has been revised since the publication of the 2007/08 – 2009/10 Service Plan to better reflect the desired outcomes of Ministry strategies and do not reflect a change in strategic direction.

Performance Plan Summary Tables

Goal 1: Service that meets the needs of customers and partners For greater detail see page 17.	**2007/08 Target**	**2007/08 Actual**
1.1 Fair and efficient administration, and quality service		
Appeals resolution — average elapsed time from receipt of tax appeal to final decision	4.5 months	3.58 months EXCEEDED
Success in meeting service excellence standards	18 of 18 standards will meet targets	17 of 18 standards met targets SUBSTANTIALLY ACHIEVED

Goal 2: The most small business friendly jurisdiction in Canada For greater detail see page 20.	**2007/08 Target**	**2007/08 Actual**
2.1 A business climate in which small business prospers		
Implement an Action Plan for Small Business	Action Plan for Small Business implemented	Action Plan for Small Business implemented ACHIEVED

Goal 3: Amounts owed to government are paid For greater detail see page 22.	**2007/08 Target**	**2007/08 Actual**
Percentage of amounts owed to government paid	96.51%	96.44% SUBSTANTIALLY ACHIEVED
3.1 Individuals and businesses understand their entitlements and obligations, and pay the correct amount on time		
Percentage of on-time payments	89.5%	88.4% (862,941) SUBSTANTIALLY ACHIEVED
3.2 The Province receives the outstanding amounts owed		
Percentage of incremental revenue target achieved	100% ($215.5 M)	122% ($263.1 M) EXCEEDED
Percentage of overdue amounts collected	36.1%	35.53% SUBSTANTIALLY ACHIEVED

Goal 4: A global leader in regulatory reform For greater detail see page 27.	2007/08 Target	2007/08 Actual
4.1 A streamlined and simplified regulatory environment		
Number of government-wide regulatory requirements	0% net increase (over June 2004 actual)	220,214 (-8.02% over June 2004 actual, 42.6% total reduction) EXCEEDED
Percentage of ministries participating in the citizen-centred regulatory reform initiative	100%	100% ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Service meets the needs of customers and partners

The Ministry is committed to continuous improvement in service excellence — providing prompt, quality service meeting the needs of its diverse customers and partners. This commitment includes meeting the service excellence standards set out in the *Taxpayer Fairness and Service Code*, and simplifying, streamlining and enhancing the fairness of the Ministry's regulatory environment, tax legislation and administrative processes.

Objective 1.1: Fair and efficient administration, and quality service

Strategies

- Enhance British Columbia's competitiveness by simplifying, streamlining and enhancing the fairness of legislative, regulatory and administrative frameworks.
- Deliver customer service that meets or exceeds established Ministry's service excellence standards.

Performance Measure: Appeals resolution

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Appeals resolution — average elapsed time from receipt of tax appeal to final decision[1]	5.7 months	4.9 months	4.5 months	3.58 months EXCEEDED

Data Source: Ministry of Small Business and Revenue business information systems.

[1] Average elapsed time is measured by elapsed time less time where an appeal file is unworkable due to reasons beyond the control of the Ministry. For example, the days a taxpayer has requested as an extension to submit further information to support their appeal are excluded from the calculation.

Discussion of Results

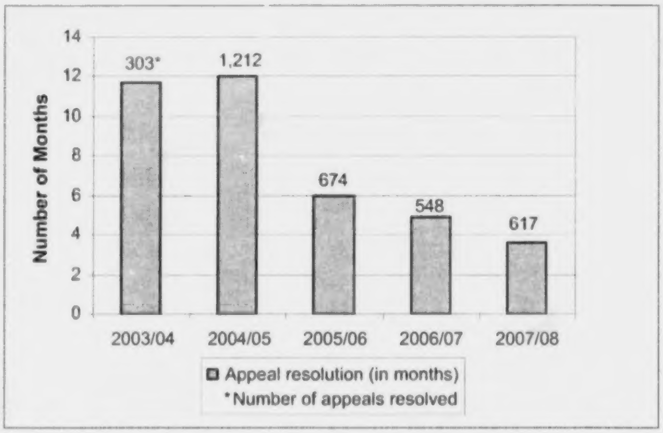

Figure 1: Appeals Resolution, 2003/04 – 2007/08

When taxpayers disagree with an action or decision of the Ministry, they have the opportunity for an impartial and timely review of their file. Access to an appeal process fosters taxpayers' confidence in the fairness of the tax system and encourages them to meet their obligations voluntarily.

This measure tracks the Ministry's success in providing timely resolution to taxpayer appeals. It reports on the average time taken to resolve tax appeals (from receipt to final decision) over the course of the fiscal year.

In 2007/08, the Ministry resolved 617 appeals. On average, appeals were resolved in 3.58 months, exceeding the target of 4.5 months.[17] This is the third year the Ministry has achieved challenging targets to improve the timeliness of appeal resolution. The Ministry's improved result this year was in large part due to the following one-time events: (1) 15 per cent of total appeals addressed the same issue and were resolved within 90 days; and (2) five per cent of total appeals provided an identical policy change response and were resolved within 30 days. These are considered exceptional because, generally an appeal deals with a specific circumstance and a unique set of facts requiring an individualized review and response.

Ministry Response

The Ministry will continue to seek ways to streamline its processes and procedures, while maintaining its high level of service excellence and the quality of its decisions. Though the 2007/08 result was outstanding, this was due to two anomalies which the Ministry does not expect to recur. The Ministry anticipates results for the 2008/09 fiscal year, will be more in line with the existing target of providing a written decision within an average annual response time of 4.5 months.

In future years, this performance measure will be reported as one of the Ministry's service excellence standards (see performance measure following).

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[17] The length of time to resolve an appeal varies dependent on such factors as the number and complexity of issues raised, facts of the case, and availability of all relevant information.

Performance Measure: Success in meeting service standards

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Success in meeting service excellence standards	New measure in 2006/07	8 of 9 standards met targets	18 of 18[1] standards will meet targets	17 of 18 standards met targets SUBSTANTIALLY ACHIEVED[2]

Data Source: Ministry of Small Business and Revenue business information systems.

[1] The 4th edition of the *Taxpayer Fairness and Service Code* contains 21 service standards. Three standards were excluded from this target because baseline data are being collected in 2007/08. Individual performance targets have been established for each service standard (see Appendix C).

[2] This performance target is considered substantially achieved if no more than one service standard is not met.

Discussion of Results

The Ministry's service standards publicly state the level of performance British Columbians can expect to receive, under normal circumstances, when dealing with the Ministry. The Ministry's service standards address timeliness, accessibility and customer satisfaction for a broad range of Ministry services, and were developed in consultation with British Columbia business organizations. Meeting these service standards reflects the Ministry's success in delivering services that are a priority to customers and partners. Over time, the Ministry will add or improve its service standards based on further consultation with the business community and taxpayer feedback.

This measure reports on the Ministry's success in meeting performance targets established for 18 service excellence standards detailed in the 4th Edition of the *Taxpayer Fairness and Service Code*. A standard is considered "met" if, over the twelve months of the fiscal year, the performance meets or exceeds the established target. Appendix C contains the standards, and their respective targets and performance for 2007/08.

In 2007/08, the Ministry exceeded, met or substantially met 17 of 18 service standards. For example, the Ministry:

- Achieved 98.2 per cent customer satisfaction with PST seminar content, and 84.8 per cent satisfaction with the timeliness of tax audits.
- Responded to over 6,200 general and complex tax inquiries from individuals, tax practitioners and businesses, almost 39,300 consumption tax[18] refund requests and over 700 letters.
- Provided access to Ministry information and services through multiple channels including online, walk-in and phone service.

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[18] Consumption taxes include hotel, motor fuel, tobacco, and social service (PST) taxes.

The Ministry will focus on continuous improvement or maintaining already high levels of performance. In 2007/08, the Ministry will report on performance for 21 service excellence standards.

Goal 2: The most small business friendly jurisdiction in Canada

Small business is a significant driver of British Columbia's economic growth and is vital to the province's economic success. The Ministry recognizes the importance of the small business sector and supports a business climate in British Columbia where small business prospers — improving the province's competitiveness as a place to live, invest and create jobs. Within government, the Ministry is a champion for small business and works with other ministries, partners and the small business community to implement strategies and initiatives to support small business start-up and growth. This work makes a significant contribution to government's Great Goal to create more jobs per capita than anywhere else in Canada.

Saving Time and Steps for Citizens, Business and Industry

- **Reduced the Child Care Subsidy application from 16 to two pages making it significantly easier for parents and child care providers to access the program.**
- **Streamlined the *Small Business Venture Capital Act* reducing the application process by 46 steps (67 per cent), saving customers approximately 44 hours.**
- **Implemented a new internet-based tool to facilitate petroleum and natural gas tenure related transactions, reducing steps and time by 50 per cent for industry.**

Source: Ministry of Small Business and Revenue, Regulatory Reform Office.

Objective 2.1: A business climate in which small business prospers

The Ministry is committed to implementing initiatives to support small business and making British Columbia the most small business friendly provincial jurisdiction in Canada.

Strategies

- Provide an effective forum to hear directly from the small business community through the Small Business Roundtable.
- Implement solutions to address small business concerns and support small business start-up and growth.
- Raise the profile of small business opportunities, and highlight and celebrate the contribution of small business to the economy and communities.

- Maintain and build partnerships with federal and municipal governments and key organizations to leverage resources to offer services, products and tools to entrepreneurs.

Performance Measure: Action Plan for Small Business

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Implement an Action Plan for Small Business	Small Business Roundtable implemented	Action Plan for Small Business developed	Action Plan for Small Business implemented	Action Plan for Small Business implemented ACHIEVED

Discussion of Results

The Ministry is committed to supporting small business development by establishing, in a timely manner, mechanisms to listen to and work with the small business sector. This is accomplished, in large part, by supporting the permanent Small Business Roundtable in its ongoing dialogue with the small business community to identify ways the government and small business can work together to support the success of the small business sector in British Columbia.

A key initiative of the Ministry is to work with other ministries, levels of government and partners to support small business start-up and growth. A major component of this initiative is to respond to recommendations received from the Small Business Roundtable and to issues and opportunities raised by small business owners during small business consultations and small business tours held throughout the province. The Action Plan for Small Business publicly released in October 2007, sets out a comprehensive strategy to support small business success in British Columbia. It reflects five priorities for action over a three year period:

- Support and grow small business;
- Break down barriers to doing business;
- Build workforce capacity;
- Leverage public and private partnerships; and
- Support a competitive tax structure.

Work is underway on all actions identified in the Action Plan, with completion dates ranging from 2008 through 2010 (see examples provided in the Highlights section).

Supporting Small Business in B.C.

In 2007, the Ministry published Starting a Small Business in British Columbia — a guide to help small business start-ups.

In response to the changing demographics and increasing multi-ethnicity of British Columbia, the guide is available in eight languages.

8,000 paper copies of the guide have been distributed and the guide is also available online at: www.smallbusinessbc.ca/pdf/startingsmallbusinessGuide.pdf

This performance measure has been replaced in the 2008/09–2010/11 Service Plan with a measure monitoring the Ministry's progress with respect to a specific strategy within the Action Plan — implementing the BizPaL online business information and licensing tool in all British Columbia municipalities by 2009/10.

Goal 3: Amounts owed to government are paid

The Ministry identifies and collects amounts owed to government through fair, efficient and effective tax administration and revenue management processes. The Ministry manages revenue in relation to statutes it directly administers and, increasingly, statutes administered by other ministries. These revenues support the provision of important government programs and services — such as health care, education, social services and transportation — for British Columbians. Achievement of this goal depends on the voluntary payment of financial obligations, and is augmented by education, assistance, compliance, audit, enforcement and collection activities.

Performance Measure: Percentage of amounts owed to government paid

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
Percentage of amounts owed to government paid[1]	New measure in 2006/07	96.50%	96.51%	96.44% SUBSTANTIALLY ACHIEVED[2]

Data Source: Ministry of Small Business and Revenue business information systems.

[1] This measure includes all amounts owed to government and administered by the Ministry of Small Business and Revenue where the Ministry is responsible for both revenue and debt collection functions. This measure includes revenue identified during the fiscal year and payments on overdue accounts from the current and previous fiscal years. This measure excludes some revenues, for example, personal and corporate income tax amounts collected by the Canada Revenue Agency on behalf of the Province. As such, this measure reports on approximately 63 per cent of the total revenue and debt administered by the Ministry.

[2] This performance target is considered substantially achieved if performance is at least 95 per cent of the target.

Discussion of Results

Through a variety of programs and initiatives, the Ministry of Small Business and Revenue encourages British Columbians to fulfill their financial obligations to government. The majority of British Columbians voluntarily pay the amounts they owe.

This measure reports on the Ministry's overall success in collecting amounts owed to government and where both revenue and debt collection functions are under the administration of the Ministry.

In 2007/08, the Ministry collected $14.1 billion in revenue and overdue accounts — 96.44 per cent of the amount owed — substantially achieving the target. This result reflects the continued strength of the economy, as well as the Ministry's ongoing efforts to provide information, tools and quality customer service — making it easier for British Columbians to understand and fulfill their obligations.

Objective 3.1: Individuals and businesses understand their entitlements and obligations, and pay the correct amount on time

The Ministry relies on self-assessment and voluntary compliance for the collection of many sources of revenue. Of these, tax revenue represents the greatest proportion. Thus, the Ministry's success in meeting this objective is largely dependent on the willingness and ability of taxpayers to pay the correct amount on time. It is expected voluntary compliance will increase during periods of strong economic growth, and if individuals and businesses can easily identify and understand their financial obligations to government.

Strategies

- Assist British Columbians to better understand their financial obligations to government; improving service, tools and information for the public.
- Provide a centre of excellence for revenue management in government and work with ministries to transition their revenue management functions to the Ministry's centralized revenue management system.

Performance Measure: Percentage of on-time tax payments

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of on-time tax payments.[1]	88.9%[2] (874,000)	89.3% (874,315)	89.5%	88.4% (862,941) SUBSTANTIALLY ACHIEVED[3]

Data Source: Ministry of Small Business and Revenue business information systems.

[1] 2005/06 payments included hotel room and provincial sales taxes, rural property and mineral tax, and oil and gas royalties. In 2006/07, this measure was expanded to include on-time payments for motor fuel and tobacco taxes.

[2] The 2005/06 Actual reflects a new baseline. The performance measure was revised to include only on-time payments of those obligated to make a payment and exclude those required to submit a remittance when no tax is owed.

[3] This performance target is considered substantially met if performance is at least 95 per cent of the target.

Discussion of Results

A key Ministry focus is to have taxpayers meet their tax obligations without Ministry intervention. Voluntary compliance[19] is the most cost-effective way to administer taxes, while increased voluntary compliance results in additional funds available to support government programs and services. The Ministry invests considerable effort in providing the information necessary to support taxpayer compliance. For example in 2007/08 the Ministry:

Maximizing the Availability of Information and Support

The Ministry provides British Columbian taxpayers with multiple channels for accessing information and support:

- **print publications;**
- **telephone call centre;**
- **in-person service; and**
- **website.**

- Created and distributed 34 new plain language publications.
- Reviewed and updated 178 existing publications with plain language.
- Created 40,000 industry-specific documents and distributed them to customers in 24 different industries.
- Conducted 69 in-person PST seminars in communities throughout British Columbia. An additional 39 joint PST/GST seminars were delivered in partnership with the Canada Revenue Agency. Over 3,000 registered vendors and individuals attended the various seminars.

This measure provides an indication of taxpayers' understanding of their financial obligations and their willingness to comply. It tracks the remittance of payments, calculating the percentage paid on or before their legislated due date.

In 2007/08, the payments comprising this measure represented $9 billion in revenue or 65 per cent of Ministry revenue, excluding revenue collected by the Canada Revenue Agency on behalf of the Ministry.

Of the over 976,000 tax payments received by the Ministry in 2007/08, almost 863,000 (88.4 per cent) were received by their legislated due date, substantially achieving the target of 89.5 per cent.

Beginning in 2008/09, performance for this measure will be reported internally.

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[19] Compliance means taxpayers register as required under the law in specific circumstances, file returns on time, report complete and accurate information to determine tax liability, and pay all amounts when due.

Objective 3.2: The Province receives the outstanding amounts owed

To promote fairness, the Ministry seeks to identify and collect all outstanding amounts owed to the Province and under the administration of the Ministry. This levels the playing field for the majority of British Columbians who meet their financial obligations to government voluntarily.

When an individual or business fails to meet their financial obligations, either wilfully or due to an error, the Ministry undertakes audit, compliance or collection activities. These activities ensure amounts owed are paid, educate taxpayers and debtors on their obligations, deter customers who might otherwise avoid paying, and contribute to increasing voluntary compliance.

Strategies

- Focus audits on areas of highest risk of non-compliance.
- Conduct compliance and audit activities to ensure British Columbia businesses are not at a tax disadvantage compared to out-of-province counterparts operating in British Columbia.
- Improve collaboration and accountability across jurisdictions to pursue joint tax enforcement activities to help ensure revenue due to the Province is identified and received in a timely manner.
- Improve practices used to collect outstanding amounts owed to government.

Performance Measure: Percentage of incremental revenue target achieved

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of incremental revenue target achieved	138% $310.5 M[1] ($279.8 M)[3]	158% ($338.9 M)[1] ($245.5 M)[3]	100% ($215.5 M)[2]	122% $263.1 M ($234.5 M)[3] EXCEEDED

Data Source: Ministry of Small Business and Revenue business information systems.

[1] Incremental revenue collected.

[2] Incremental revenue target approved by Treasury Board.

[3] Incremental revenue normalized to remove extraordinary recoveries. Extraordinary recoveries include unanticipated and one-time incremental revenue. For example, in 2007/08, $263.1 M incremental revenue was identified of which $28.6 M was extraordinary recoveries resulting in $234.5 M incremental revenue normalized to remove extraordinary recoveries.

Discussion of Results

The Ministry undertakes audit and compliance activities to detect and address non-compliance. The Ministry focuses its efforts in areas where the risk and potential revenue consequences of non-compliance are highest, while maintaining a presence across all industry sectors and all types of taxpayers to ensure all taxpayers are treated fairly and equally. This approach encourages voluntary compliance by increasing the credibility and visibility of the Ministry's audit and compliance programs.

This measure is an indication of the Ministry's success in identifying outstanding amounts owed to government through audit and compliance activities. The amounts identified are incremental revenue. Incremental revenue targets are approved annually by Treasury Board as required under the *Balanced Budget and Ministerial Accountability Act*. Achievement of the annual target is a key accountability of the Minister of Small Business and Revenue.

In 2007/08, the Minister was accountable for $215.5 million in incremental revenue in respect of revenue payable under the enactments he administers. The Ministry exceeded this target, identifying $263.1 million. The Ministry's strong performance is the result of multiple factors, not the least of which is the presence of an effective compliance program — conducting over 176,000 reviews and audits in 2007/08. Additionally, the continued strength of the economy and certain extraordinary revenues have all contributed to the high level of performance on this measure.

Ministry Response

The Ministry will continue its current level of compliance and audit activities, focusing efforts on files at risk of non-compliance. The Ministry will develop incremental revenue targets based on past experience and the best information available, recognizing the challenge associated with forecasting future assessments across a wide variety of industry sectors and types of taxpayers.

Performance Measure: Percentage of overdue accounts collected

Performance Measure	2005/06 Actual	2006/07 Baseline	2007/08 Target	2007/08 Actual
Percentage of overdue amounts collected[1]	New measure in 2006/07	36.06%	36.10%	35.53% SUBSTANTIALLY ACHIEVED

Data Source: Ministry of Small Business and Revenue business information systems.

[1] This measure includes all debt portfolios managed by the Ministry with the exception of loan portfolios. The point in time when accounts are considered overdue varies by portfolio. Targets may be revised to reflect adjustments for debt deemed uncollectible according to government accounting practices, and for the addition of new debt portfolios or changes to existing portfolios.

Discussion of Results

Many debts are paid upon notification of the amount owing. However, in cases where financial obligations are not met, the Ministry implements debt collection activities to remind and encourage debtors to pay their overdue accounts. To reduce the risk of a debt becoming uncollectible, the Ministry focuses on collecting outstanding balances in a timely manner.

This measure reports the percentage of overdue amounts owed to government recovered through the Ministry's debt collection activities. It provides an indication of the effectiveness of these activities in collecting on a portfolio of overdue accounts. Debt collection contributes to the recovery of amounts owed to government.

In 2007/08, the Ministry substantially achieved the target of collecting 36.1 per cent of overdue amounts with performance of 35.53 per cent. The Ministry's performance remains strong, with the collection of $281.2 million in overdue amounts owed to government.

Goal 4: A global leader in regulatory reform

The Ministry's goal is for British Columbia to be a global leader in regulatory reform, balancing responsibility with innovation. The Ministry leads this government initiative, working with ministries across government to build a modern regulatory environment. This means making sure government requirements are easy to understand while protecting public health, safety and the environment.

British Columbia a Leader in Regulatory Reform

In the March 2007 Federal Budget Speech, Minister Flaherty said,

> **"We will reduce the business paper burden by 20 per cent by November 2008, following the excellent example set by the Government of British Columbia."**

Objective 4.1: A streamlined and simplified regulatory environment

Regulatory reform is a key component of government's overall strategy to increase British Columbia's business and economic competitiveness. The Ministry continues to reduce the number of requirements, while also working to ensure existing regulations are easier to understand. Straightforward requirements make it easier for small businesses to succeed.

A streamlined and simplified regulatory environment saves British Columbians time and money, and reduces administrative costs for government. Continued improvement in the regulatory environment is also key to attracting new investment and building a competitive economy.

Strategies

- Build capacity within the public service for regulatory reform.
- Monitor regulatory reform progress across government and report[20] publicly. Reporting includes progress on reducing the total number of requirements as well as reducing the time and steps required by citizens and businesses to interact with government.
- Identify innovative regulatory initiatives and establish partnerships to advance regulatory reform to reduce costly duplication and encourage small business growth.

Performance Measure: Number of government-wide regulatory requirements

Performance Measure	June 2001	June 2004 Actual	2006/07 Actual (as of March 2007)	2007/08 Target (as of March 2008)	2007/08 Actual (as of March 2008)
Number of government-wide regulatory requirements	383,600	239,414 (-37.6% over June 2001)	225,643 (-5.75% over June 2004 actual)	0% net increase (over June 2004 actual)	220,214 (-8.02% over June 2004 actual, 42.6% total reduction over June 2001 baseline) EXCEEDED

Data Source: Ministry of Small Business and Revenue business information systems.

Discussion of Results

The Ministry tracks the number of regulatory requirements across government, including ministries and agencies. The number of government-wide regulatory requirements provides an indication of the overall regulatory burden on British Columbians. Reducing regulatory burden makes it easier, faster and more efficient for individuals and businesses to deal with government.

The target of a zero net increase over the results to June 2004 was exceeded. In the past fiscal year, a reduction of over 2,300 requirements was achieved across government with a total reduction of 19,200 regulatory requirements since June 2004. As of March 31, 2008, there has been a 42.6 per cent reduction in regulatory requirements or 163,446 fewer regulations since the June 2001 implementation of the Regulatory Reform Initiative.

These results have been achieved by creating a culture of regulatory reform across government and ensuring adherence to regulatory reform policy.[21]

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[20] Regulatory Reform Initiative Quarterly Reports are available at: www.straightforwardbc.gov.bc.ca/progress/reports.htm .

[21] For more information on the Regulatory Criteria and the Small Business Lens, view online: www.straightforwardbc.gov.bc.ca/resources/policy-forms.htm .

As of March 31, 2008 the Ministry's own regulatory count decreased by 5.06 per cent (711 fewer regulations) over the June 2004 baseline. This decrease was achieved by streamlining reporting requirements, resulting in improved customer service, reduced cost of doing business with government and enhanced Ministry efficiency.

Ministry Response

Government has been highly successful in minimizing unnecessary involvement in the lives of British Columbians. The Ministry will continue to work collaboratively across government to identify and reduce regulatory requirements, and to ensure any new regulations are as straightforward as possible.

Performance Measure: Percentage of ministries participating in the citizen-centred regulatory reform initiative

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of ministries participating in the citizen-centred regulatory reform initiative[1]	New measure in 2006/07	100%	100%	100% ACHIEVED

Data Source: Ministry of Small Business and Revenue business information systems.

[1] Participating means a ministry undertook at least one citizen-centred regulatory reform project during the fiscal year.

Discussion of Results

This measure reports on cross-government involvement in the new citizen-centred regulatory reform initiative. Ministry projects focus on reducing the time and steps required by citizens, business and industry while interacting with government.

During 2007/08, all ministries participated in a citizen-centred regulatory reform project. Over the past two years, a total of 44 ministry-specific and six cross-government projects have been identified. Recognizing the time to complete a project will vary based on its complexity; to date 20 ministry-specific and three cross-government projects have been completed.

Saving Time and Steps for Citizens, Business and Industry

- Reduced the Child Care Subsidy application from 16 to two pages making it significantly easier for parents and child care providers to access the program.
- Streamlined the *Small Business Venture Capital Act* reducing the application process by 46 steps (67 per cent), saving customers approximately 44 hours.
- Implemented a new Internet-based tool to facilitate petroleum and natural gas tenure related transactions, reducing steps and time by 50 per cent for industry.

Source: Ministry of Small Business and Revenue, Regulatory Reform Office.

Beginning in 2008/09, this performance measure will be monitored internally due to consistently strong performance.

Report on Resources

The Report on Resources provides an overview of Ministry funding, expenditures and revenue administered during 2007/08. This section also provides a Resource Summary for 2007/08 by business area.

Ministry Funding

Funding available for ministry operations in 2007/08 was $178.9 million, including:

- An appropriation of $60 million.
- Recoveries of $118.9 million.[22]

The Ministry also received access $439 million for the Climate Action Dividend program from the 2007/08 Contingencies (All Ministries) and New Programs Vote.

Ministry Expenditures

Ministry operating expenditures during 2007/08 totaled $178.5 million of which $119.2 million was recovered from revenues administered by the Ministry.

The Ministry made financing transactions and disbursements totaling $1.1 billion. These disbursements, directed by legislation, return a percentage of specific revenue to identified entities. The Ministry also spent $439 million for the Climate Action Dividend program.

Ministry Revenue

The revenues managed by the Ministry amounted to approximately $23 billion in 2007/08 or 61 per cent of estimated revenue[23] received by the Province. Ministry revenues included:

- consumption taxes (provincial sales, hotel room, motor fuel and tobacco taxes);
- property taxes (rural property, provincial school and property transfer taxes);
- other taxes (corporation capital and logging taxes, and insurance premiums);

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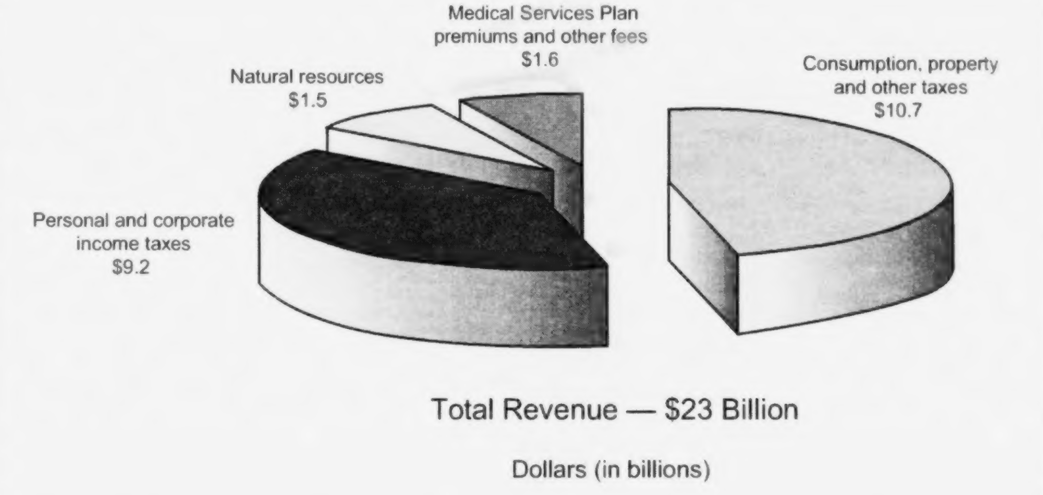
[22] Ministry costs are partially recovered from the revenues within the Consolidated Revenue Fund or deducted from collected proceeds and recovered from revenue administered under statute by the Ministry. Property Assessment Services costs are fully recovered from BC Assessment, appellants to the board and other organizations.

[23] Based on provincial revenue estimate in the *Estimates (Fiscal year ending March 31, 2009)*, page 6, Estimated Revenue by Source, Updated Forecast 2007/08 (line item Taxpayer supported programs and agencies) — excludes self-supported Crown corporations.

- personal and corporate incomes taxes collected by the Canada Revenue Agency on behalf of the Province;
- natural resource revenues (natural gas and petroleum royalties, permits and fees, and mineral taxes and royalties); and
- Medical Service Plan premiums and other fees (e.g., ruling fees, clearance certificates).

Revenue has increased over the past five years: $17 billion (2003/04), $18.4 billion (2004/05), $20.6 billion (2005/06), $21.7 billion (2006/07) and $23 billion (2007/08).



Resource Summary Table 2007/08

The following Resource Summary table provides the Ministry's estimated gross and net expenditures and full-time equivalents (FTEs) by five core business areas:[24]

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance[3]
Operating Expenses ($000)					
Small Business and Regulatory Reform					
Gross	3,695		3,695	4,146	451
Recoveries[4]					
Net	3,695		3,695	4,146	451
Revenue Programs					
Gross	47,621		47,621	47,253	(368)
Recoveries[4]	(26, 609)		(26,609)	(26,609)	
Net	21,012		21,012	20,644	(368)
Revenue Solutions					
Gross	72,643		72,643	72,946	303
Recoveries[4]	(63,441)		(63,441)	(63,465)	(24)
Net	9,202		9,202	9,481	279
Property Assessment Services					
Gross	2,897		2,897	3,096	199
Recoveries[4]	(2,896)		(2,896)	(3,096)	(200)
Net	1		1		(1)
Executive and Support Services					
Gross	52,054		52,054	51,072	(982)
Recoveries[4]	(26,000)		(26,000)	(26,000)	
Net	26,054		26,054	25,072	(982)
Contingencies (All Ministries) and New Programs Ex-gratia payment					
Gross		7	7	7	
Recoveries					
Net		7	7	7	
Adjustment of Prior Year Accrual	0	0	0	(85)	(85)

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[24] See Appendix D for a description of the Ministry's core business areas.

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance[3]
Total before Climate Action Dividend Expense					
Gross	178,910		178,917	178,520	(397)
Recoveries	118,946		118,946	119,255	(309)
Net	59,964	7	59,971	59,265	(706)
Climate Action Dividend Expense	0	439,000	439,000	439,000	0
Total	**59,964**	**439,007**	**498,971**	**498,265**	**(706)**
Full-time Equivalents (FTEs)[5]					
Small Business and Regulatory Reform	21		21	27	6
Revenue Programs	525		525	499	(26)
Revenue Solutions	133		133	127	(6)
Property Assessment Services	13		13	14	1
Executive and Support Services	199		199	203	4
Total	**891**	**0**	**891**	**870**	**(21)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Small Business and Regulatory Reform				2	2
Revenue Programs				1	1
Revenue Solutions				163	163
Property Assessment Services	96		96	5	(91)
Executive and Support Services	10,792		10,792	5,529	(5,263)
Total	**10,888**	**0**	**10,888**	**5,700**	**(5,188)**
Other Financing Transactions ($000)[6]					
Revenue Programs					
Receipts	1,076,300		1,076,300	1,081,324	5,024
Disbursements	1,114,900	12,927	1,127,827	1,101,758	(26,069)
Net Cash Source (Requirements)	(38,600)	(12,927)	(51,527)	(20,434)	31,093
Special Accounts — Provincial Home Acquisition Wind Up[7]					
Receipts	30		30		(30)
Disbursements	30		30	2	(28)
Net Cash Source (Requirements)				(2)	(2)
Total Receipts	**1,076,330**	**0**	**1,076,330**	**1,081,324**	**4,994**

Core Business Areas	Estimated[1]	Other Authorizations[2]	Total Estimated	Actual	Variance[3]
Total Disbursements	**1,114,930**	**12,927**	**1,127,857**	**1,101,760**	**(26,097)**
Total Net Cash Source (Requirements)	**(38,600)**	**(12,927)**	**(51,527)**	**(20,436)**	**31,091**

[1] The "Estimated" amount corresponds to the *2007/08 Estimates* as presented to the Legislative Assembly.

[2] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies.

[3] Variance display convention is consistent with the display convention used in public accounts. Variance is in all cases "Actual" minus "Total Estimated". If the Actual is greater, then the Variance will be displayed as a positive number.

[4] Costs are partially recovered from revenues within the Consolidated Revenue Fund or deducted from collected proceeds and recovered from revenue administered under statute by the Ministry. Refer to Appendix B for Legislation Administered by the Ministry. Property Assessment Services costs are fully recovered from BC Assessment, appellants to the board and other organizations.

[5] FTEs – full-time equivalent employment is the estimate of a ministry's annual staff complement. The term full-time equivalent is defined as the employment of one person for one full year or the equivalent (i.e., the employment of two people for six months each).

[6] Other Financing Transactions include disbursements by the Province under legislation to government entities. These include disbursements under the Internal Fuel Tax Agreement (*Motor Fuel Tax Act*), *Land Tax Deferment Act*, *British Columbia Transit Act*, *Transportation Act*, *Greater Vancouver Transportation Authority Act*, Rural Area Property Taxes, *Tobacco Tax Amendment Act*, Tourism British Columbia (*Hotel Room Tax Act*).

[7] This account is established under the *Special Appropriation and Control Act* effective April 1, 2004, for the purpose of providing for expenditures for the winding up of the loan and financial assistance programs under the *Home Conversion and Leasehold Loan Act*, *Home Mortgage Assistance Act*, *Home Purchase Assistance Act*, *Homeowner Interest Assistance Act* and Provincial Home accounts and guarantee claims paid under the mortgage assistance programs.

Explanation of Variance

Small Business and Regulatory Reform — over-expenditure mainly due to additional FTE resource costs.

Revenue Programs — net under-expenditure reflects under-utilization of FTE resources due to staff vacancies.

Revenue Solutions — net over-expenditure primarily due to the benefits paid to the Ministry's private sector service provider. These benefits were larger than budgeted for the fiscal year because performance was in excess of baseline.

Executive and Support Services — under-expenditure primarily due to savings in amortization expenses.

Ministry Contact Information

Contact the Minister at:

Office of the Minister
Ministry of Small Business and Revenue
PO Box 9065 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 356-6611
Fax: 250 356-8294

E-mail: sbr.minister@gov.bc.ca

Contact the Deputy Minister at:

Office of the Deputy Minister
Ministry of Small Business and Revenue
PO Box 9432 Stn Prov Govt
Victoria BC V8W 9N6

Phone: 250 387-6206
Fax: 250 952-0712

E-mail: sbr.deputyminister@gov.bc.ca

Visit the Ministry of Small Business and Revenue website at: www.gov.bc.ca/sbr/

For provincial sales tax enquiries:

Toll-Free Phone: 1 877 388-4440
E-mail: CTBTaxQuestions@gov.bc.ca

If you have concerns about the services provided by Revenue Services of British Columbia, please contact the Ministry of Small Business and Revenue's Customer Care Centre:

Toll-Free within Canada: 1 877 356-3456
Fax: 250 387-8021

E-mail: SBROCBCustomerCare@gov.bc.ca

Mail: Ministry of Small Business and Revenue
Customer Care Centre
PO Box 9459 Stn Prov Govt
Victoria BC V8W 9V7

Hyperlinks to Additional Information[25]

Appendix A — Glossary of Terms

Appendix B — Legislation Administered by the Ministry

Appendix C — Taxpayer Fairness and Service Code: Service Standards Performance Report

Appendix D — Core Business Areas

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[25] Appendices can be accessed from the hyperlinks provided, or from your Internet browser at the following address: www.sbr.gov.bc.ca/documents_library/shared_documents/SBR_SPAR_0708_AppA-D.pdf.

Ministry of
Tourism, Sport
and the Arts
and
Minister of State for ActNow BC

2007/08
Annual Service Plan Report

BRITISH
COLUMBIA
The Best Place on Earth

Due to policy changes by the National Library of Canada cataloguing information is no longer available for Annual Service Plan Reports.

For more information on how to contact the British Columbia
Ministry of Tourism, Sport and the Arts,
see Ministry Contact Information on Page 41 or contact:

Ministry of Tourism, Sport and the Arts
PO BOX 9806
STN PROV GOVT
VICTORIA BC
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or visit our website at
www.gov.bc.ca/tsa

Published by the Ministry of Tourism, Sport and the Arts

Message from the Minister and Accountability Statement

It is my pleasure to present the *2007/08 Service Plan Report*. The start of 2008 marked the last quarter of the fiscal year, but also marked the launch of BC150 celebrations throughout the province. B.C. is celebrating 150 years of cultural diversity, community strength and widespread achievement since the founding of the Crown Colony of British Columbia in 1858. The year will be an opportunity to showcase our First Nations heritage, our rich cultural diversity, our shared history and our many achievements — nearly 900 events have been registered with the BC150 website at the time of this writing. Our BC150 Years celebrations are in full swing, as British Columbians take part in events throughout the province to celebrate our shared history, heritage and culture.

This past year has been an important one for B.C.'s tourism industry. The sector has shown strong gains and we expect to exceed our 2007 tourism revenue target, thanks to our cross-government Tourism Action Plan which is now being implemented.

In partnership with Tourism BC, the Aboriginal Tourism Association of B.C. and other partners, we also began implementation of our Aboriginal Cultural Tourism Blueprint Strategy. A five million dollar grant from the Province will help develop Aboriginal cultural tourism into a prosperous, strong, and dynamic sector of our economy in every community of the province.

B.C.'s tourism industry has been quick to recognize the need to address sustainability and carbon emission reduction. In 2007, we delivered B.C.'s (and Canada's) first Green Tourism Forum and are working toward developing and implementing a Green Tourism Strategy for Sustainability.

We are amending our All Seasons Resort Guidelines to support our climate change priorities and to educate existing and future resorts on the benefits of 'green' choices. Addendums have already been placed in the *Best Practices Guide for Resort Development* to promote green resort development.

As well, we completed the second phase of a Recreation Trail Strategy for B.C. that will describe a vision and blueprint for a sustainable and coordinated trail system throughout the province. Support was also provided to enable the rejuvenation of Burnaby Lake, re-establishing it as an international rowing venue and improving the lake's fish and wildlife habitat.

In 2007, our film industry enjoyed a record setting year for domestic film production, and overall film and television production in British Columbia contributed $943 million to the provincial economy. We increased our film tax credits which will contribute to British Columbia maintaining its reputation as a world class destination for film and television production.

We're also leading the way in environmental practices in the B.C. film and television production industry. Through initiatives like Reel Green BC, companies in the motion picture business have access to tools and information to become more environmentally responsible.

Working closely with the arts and culture community, we established the BC150 Cultural Fund to aid in increasing the stability of the non-profit arts sector. The province has also made major contributions to cultural capital through the Vancouver East Cultural Centre revitalization, the Vancouver Art Gallery building plans, and a new National Maritime Centre in North Vancouver.

B.C. has developed an international reputation for excellence in event hosting and during the past year we hosted a number of successful, high-profile sporting events, including the 2007 FIFA Under-20 World Cup of Soccer and the 2007 BMX World Championship.

As we look toward hosting the biggest winter sporting event in the world — the 2010 Olympic and Paralympic Winter Games — we continue to showcase British Columbia as THE sport event destination. SportsBusiness Group's recent survey ranked Vancouver as the top location in North America, and fifth in the world, in which to hold a major sport event.

The *2007/08 Ministry of Tourism, Sport and the Arts Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2007/08 – 2009/10 Service Plan.* I am accountable for those results as reported.

Stan Hagen

Honourable Stan Hagen
Minister of Tourism, Sport and the Arts

June 16, 2008

Message from the Minister of State for ActNow BC and Accountability Statement

ActNow BC is a partnership-based cross-ministry health and wellness initiative that promotes healthy living choices to improve the quality of life for all British Columbians. The core goal of this innovative initiative is to have a population of British Columbians that, by 2010, eats healthier; is more physically active; maintains a healthy weight; reduces tobacco use; and makes healthy choices during pregnancy.

ActNow BC has received both national and international acclaim. In 2007, the Health Council of Canada's *Health Outcomes Report* featured ActNow BC as an exemplary all-of-government approach to promote healthy living.

It has been a great honour to lead this collaborative effort, and we have worked hard with other ministries and industry partners to move forward on our commitment to health.

The ActNow BC website was fully implemented in the 2007/08 year, helping to provide British Columbians and their communities with information, resources and self-care tools that empower individuals to stay healthy and active. ActNow BC has continued to strengthen its promotion, enabling greater awareness of the ActNow BC name and initiative.

Working with other ministries and partners, we have implemented initiatives for school children through Action Schools! BC, with one hundred per cent of school districts now participating; we have implemented initiatives for seniors such as a nutrition handbook and a series of multi-cultural resources; and we have expanded our collaborative efforts within government to strengthen workplace wellness.

I am the Minister of State for ActNow BC and, under the *Balanced Budget and Ministerial Accountability Act*, I have been responsible for achieving the following results in 2007/08:

(a) Ensure that the implementation of the ActNow BC action plan is underway and is having a positive effect on the public, particularly children and seniors;

(b) Ensure that all ministries that have the potential to contribute to ActNow BC are contributing to its success;

(c) Ensure that local government, community groups, schools and other organizations have clear roles and are fully involved in the implementation of the action plan; and

(d) Ensure that funding is aligned with key actions and outcomes.

These results were achieved and implementation is ongoing.

More information about ActNow BC's accomplishments can be found in the pages that follow.

Honourable Gordon Hogg
Minister of State for ActNow BC

June 16, 2008

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Highlights of the Year

The Ministry of Tourism, Sport and the Arts helps to celebrate British Columbians' quality of life by honouring our heritage, building for our future, strengthening our health, sharing our talents, and showcasing the natural beauty of our province. The past year brought many successes, some of which are highlighted below.

Tourism

- Achieved tourism revenue growth targets established in the cross-government Tourism Action Plan (4.7 per cent estimated growth).
- Hosted the first Green Tourism Forum in British Columbia in partnership with the tourism industry, and created a working group that is developing a Green Tourism Strategy for Sustainability.
- Began implementation of the Aboriginal Cultural Tourism Blueprint Strategy with Tourism BC, Aboriginal Tourism BC, the Government of Canada, and industry partners. For instance, promotional materials related to market-ready Aboriginal tourism businesses were produced, and tourism training and education initiatives were completed.
- Joined with industry to create the Industry/Government Working Group for Recreational Vehicle (RV) Park Development, which identified further opportunities to develop RV parks in British Columbia.
- Established the Cruise Industry Working Group to identify ways to increase the benefits to British Columbia from the fast-growing cruise ship sector.
- Approved five applications for developments on Crown land that will see over $2 billion invested in four marinas and the expansion of an existing ski resort.
- Launched the 2010 Olympic and Paralympic Winter Games tourism strategy, working through Tourism BC and the Canadian Tourism Commission, Tourism Vancouver, Tourism Whistler and Tourism Richmond, to reap full benefit from this unique opportunity to showcase British Columbia to the world.

Recreation Sites and Trails

- Completed a blueprint for a sustainable and co-ordinated trail system that will benefit local communities, hikers and campers.
- Mitigated insect damage to 166 recreation sites and nine trails at a cost of $671,000, as part of two-year program funded by the federal Mountain Pine Beetle program.

- Invested $1.1 million to fully upgrade 21 recreation sites and trails. As well, increased maintenance throughout provincial recreation sites and trails in partnership with recreation groups, community organizations, First Nations, forest companies, regional districts and users.

Heritage and Archaeology

- Increased the number of Community Heritage Officers, and expanded investment in heritage projects to over $213,000 through the Community Heritage Planning program.
- Enhanced training opportunities and project investments in support of the Provincial Heritage Properties (provincially owned historic sites).
- Executed a Memorandum of Understanding with the Hul'qumi'num Treaty Group to share archaeological information among its six member bands and ensure that cultural values infuse the development permit process.
- Provided the Town of View Royal with $40,000 to help protect a First Nations midden[1] in Portage Park that had been exposed and damaged by storms and tidal surges.
- Launched an awareness initiative to better protect and improve the management of archaeological sites in forestry and municipal operations.
- Purchased a First Nations burial ground at Departure Bay in Nanaimo to ensure the ancestral remains would remain undisturbed forever. This unusual step by the Province was taken due to the extensive number of remains found and the fact the property owner was precluded from developing the land in any way.

Sport and Recreation

- Generated $17 million in economic activity in Vancouver and Victoria, and $2.65 million in provincial tax revenues, from the Province's $1.3 million investment in the FIFA Under-20 World Cup of Soccer and the BMX World Championship.
- Directed $2 million in funds from the BC Lottery Corporation's SportsFunder program to support KidSport, coaching, youth and student sport travel, and Team BC.
- Supported participation and achievement in recreational sports through provincial sport, multisport and recreation organization support, as well as the Sport Participation, Aboriginal Youth First, and BC Athlete Assistance programs.
- Fulfilled government's commitment to contribute $10 million to the Burnaby Lake rejuvenation project. The project will improve water quality and help re-establish the lake as a recreational asset.

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[1] A midden is a mound or deposit containing shells, animal bones, and other refuse that indicates the site of a human settlement.

Arts and Culture

- Extended an unbroken five-year record of growth in domestic film and television production: $407 million in spending, up 47 per cent from 2006.
- Brought together 145 individuals from the film production and environmental communities to participate in BC Film Commission's Reel Green BC Forum, an exchange of views about sustainable motion picture production.
- Worked with the Vancouver Organizing Committee (VANOC) and other provinces to set the stage for the 2010 Olympic and Paralympic Winter Games by showcasing B.C.'s unforgettable arts and culture. This 2008 Cultural Olympiad brought together artists from six provinces and territories to showcase over 300 performances and 10 exhibitions in 40 Lower Mainland venues, building momentum towards 2010.
- Provided $1.7 million for cultural event hosting, to showcase British Columbia as a hub of creative talent and culture. These events include the Magnetic North Theatre Festival that was held June 4–14, 2008, as well as the upcoming Juno Awards, the Canadian Country Music Awards, and the National Arts Centre's BC Scene, a national performing arts and culture festival highlighting B.C. talent.
- Funded the second year of a three-year $1.5 million commitment to Arts Partners in Creative Development, a partnership between the Province of British Columbia, the Canada Council for the Arts, 2010 Legacies Now, the Vancouver Foundation, the City of Vancouver and VANOC that supports artists in the creation, development and exposure of new or existing works.
- Provided $68 million to support planning and development of the Vancouver Art Gallery, the Vancouver East Cultural Centre, the National Maritime Centre, and other arts and culture infrastructure.
- Created the BC150 Cultural Fund, a $150 million permanent endowment. Earnings from the BC150 Cultural Fund will be used to support arts and cultural activity throughout the province for years to come.
- Celebrated with the Vancouver Symphony when it was honoured by Canada with a Juno award, and by the world with a Grammy award.

BC150 Years[2]

- Launched "Free Spirit: Stories of You, Me and BC," a multi-media celebration of our past in partnership with the Royal BC Museum, including a 10,000 square-foot exhibit at the museum, a full-colour commemorative book, and the *People's History Project*, an interactive website.
- Provided $1 million through local Spirit of BC community committees to support locally developed BC150 Years celebrations.
- Received nearly 900 BC150 Years events for posting on the BC150 online calendar.
- Awarded 35 BC150 Celebration Grants, totalling $306,466, in partnership with the Ministry of Public Safety and Solicitor General, to local community organizations for projects and events celebrating the 150th anniversary of the founding of British Columbia as a Crown Colony.
- Awarded 38 Mosaic Grants, totalling $350,000, in partnership with the Ministry of Attorney General and the Ministry of Aboriginal Relations and Reconciliation, to support communities in telling the stories of Aboriginal and immigrant pioneers' contributions to the founding of B.C. as a Crown Colony.
- Provided a total of $350,000 for 39 local museums and art galleries through the BC Museums Association to develop BC150 Years exhibits.
- Supported the launch of the CP Spirit of 150 Rail Tour and the Cowichan 2008 Spirit Pole Tour, providing $1.3 million to support these opportunities for British Columbians to become involved in B.C. history.
- Launched BC150 Community Arts Grants which will provide $190,000 to help community and regional arts councils and Aboriginal cultural centres with projects and events that celebrate B.C.'s 150th anniversary.

ActNow BC

- Led the ActNow BC Road to Health Community Tour which visited 19 communities across B.C. to promote the benefits of a healthy lifestyle and physical activity to over 85,000 visitors.
- Completed the ActNow BC website which included an Activity Challenge online tracking tool with over 9,000 registered users. Another 1,400 British Columbians signed an online Healthy Living Pledge, demonstrating their commitment to a healthy lifestyle.

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[2] BC150 Years was previously referred to as BC2008 in the 2007/08 Service Plan.

- The ActNow BC "Nutrition Campaign" micro-site was recognized as an Official Honouree in the government category by the International Academy of Digital Arts and Sciences at the 12th Annual Webby Awards.
- Other significant ActNow BC achievements across ministries and other partners include:
  - — Over 1,400 schools have joined the Action Schools! BC program. All school districts in the province have registered for the physical activity initiative, and 90 per cent have registered for the healthy eating initiative.
  - — The Ministry of Education announced a nation-leading requirement for 30 minutes of daily physical activity for all students in B.C. This was complemented by new guidelines to create environments that support students to make healthy food choices in school, through initiatives such as the School Fruit and Vegetable Snack Program.
  - — Launched nearly a dozen initiatives to increase physical activity, healthy eating and smoke-free living through the BC Healthy Living Alliance, a provincial coalition of nine organizations including the Heart and Stroke Foundation, the Canadian Cancer Society, and the Canadian Diabetes Association.
  - — Provided $4 million in funding over two years to upgrade playgrounds in B.C. schools through the Ministry of Education and the Ministry of Public Safety and Solicitor General.
  - — Supported the rollout of the Cycling Infrastructure Partnerships Program with the Ministry of Transportation and local governments. Other initiatives such as the LocalMotion and Gateway programs, and the Kicking Horse Project, further expanded the province's cycling network.

Purpose of Ministry

While tourism growth is a primary focus, the Ministry of Tourism, Sport and the Arts and its delivery agencies also celebrate British Columbians' natural and cultural heritage, encourage their creativity, promote healthy living and active recreation, and support excellence in sport.

The Ministry has focused its programs to achieve the following nine Strategic Priorities:

- Be a ministry that honours high performance, builds people and celebrates success.
- Honour the past and celebrate the future through BC150 Years.
- Lead the world in tourism growth by 2015.
- Triple convention delegate revenues by 2015.
- Through ActNow BC, be the healthiest jurisdiction ever to host an Olympic and Paralympic Games.
- Lead North America in national and international sport and cultural hosting.
- Build upon B.C.'s position as the most creative community in Canada.
- Continue to lead North America's digital entertainment and film industry.
- Promote stewardship, appreciation, and protection of B.C.'s archaeological, recreational and heritage resources.

Since its inception in 2006, the Ministry has been guided by government's 2003 commitment to double tourism industry revenues by 2015, pursuing this target through four themes that underpin the Tourism Action Plan: marketing and promotion; development and investment; access and infrastructure; and a strong tourism workforce.

In the areas of sport, arts and heritage, the work of the Ministry fosters job creation, supports business development, and promotes dynamic communities of healthy, active citizens. Programs are delivered through third parties, including private and not-for-profit organizations and communities, as well as regional service delivery centres.

Ministry Divisions, and their purpose, are described below:

Tourism Division

Bringing together Archaeology, Heritage, Recreation Sites and Trails, Tourism and Resort Operations, Tourism Development and Tourism BC (a Crown corporation), the division works to co-ordinate investments, address challenges, resolve issues, and develop key tourism market segments and capacity, fostering effective stewardship of sensitive resources while assisting responsible, sustainable tourism development.

ActNow BC

ActNow BC is a cross-government initiative that strives to ensure that B.C. leads North America in healthy living and physical fitness and is the healthiest jurisdiction ever to host the Olympic and Paralympic Winter Games. ActNow BC engages partners within government and in the broader private and non-profit sectors to encourage British Columbians to be more active, eat healthier foods, live tobacco-free and make healthy choices during pregnancy.

BC150 Years

BC150 Years is preparing celebrations to mark the adventures, challenges, people and achievements that have shaped our provincial identity in the 150 years since British Columbia was established as a Crown Colony. Focusing on five pillars — Heritage, Communities, Cultural Diversity, Aboriginal Peoples, and Arts and Culture — BC150 Years supports activities to honour the cultural, economic and creative accomplishments of all sectors of our province.

Arts and Culture Division

The Ministry advances the province's creative economy and workforce through its support for individual artists and arts organizations. The division, which includes the BC Arts Council, the BC Film Commission and the Cultural Services Branch, provides support for arts and cultural policy and programs and for the administration and delivery of government programs under the *Arts Council Act* and the Arts Legacy Fund. The BC Arts Council provides financial support to more than 1,000 individual artists and arts organizations each year throughout B.C.

Sport, Recreation and Volunteers

Working with partners in and outside of government, the Ministry supports a "Canadian Sport for Life" model of sport and recreation program delivery. This playground-to-podium approach promotes opportunities for British Columbians of all ages, aspirations and abilities to benefit from sport and an active lifestyle. The Ministry supports the development of superior athletes as well as the hosting of national and international sport events that showcase our champions and contribute to B.C.'s economy. These and other initiatives build capacity in the volunteer sector, and support increased volunteerism.

Team BC at the 2007 Canada Winter Games.

The Ministry of Tourism, Sport and the Arts invests in training and sending Team BC to the Canada Summer Games, the Canada Winter Games and the Western Canada Summer Games.

Crown Corporations and Agencies

Many Ministry programs are delivered through Crown corporations and agencies. The Ministry is responsible for providing direction and oversight to the BC Games Society, the BC Arts Council, Tourism BC, the Royal BC Museum Corporation, the BC Pavilion Corporation, the Provincial Capital Commission, and the Vancouver Convention Centre Expansion Project.

Strategic Context

In 2007, British Columbia's economy continued its strong performance after three straight years of over 3.0 per cent growth. The province's real gross domestic product (GDP) grew an estimated 3.1 per cent in 2007. British Columbia's strong pace of domestic demand offset weakness in the province's export markets. Employment in British Columbia grew faster than the province's labour force in 2007, pushing the annual unemployment rate down 0.6 percentage points to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

Tourism Development

Tourism is key to sustaining British Columbia's growing economy. The world's most spectacular landscapes, diverse cultures, and top-rated amenities offer resource-dependent communities their best opportunity to diversify their economic base. The Ministry therefore works closely with the tourism industry and the Union of British Columbia Municipalities to ensure that government's support is effective in helping communities across B.C. achieve their full tourism potential.

Even in the face of higher fuel costs, an appreciating Canadian currency, and confusion over U.S. requirements for travel documents, British Columbia tourism indicators showed modest strength in 2007:

- While U.S. overnight visits to B.C. were down 2.4 per cent, Asia Pacific visitation remained stable and European visits rose by 4.9 per cent, leaving total international overnight visitors virtually unchanged.
- Provincial room revenues grew by 7.9 per cent, hotel occupancy increased by 1.3 points and the average room rate advanced 5.7 per cent.
- Total provincial cruise revenue grew by 12.7 per cent.
- Total passenger airlift capacity, key to getting tourists into and throughout B.C., expanded by 2.1 per cent.

Sport, Physical Activity and Health

Cancer, heart disease, diabetes, hypertension, and respiratory disease lead all causes of death and disability. Worldwide, they account for almost 60 per cent of deaths and take a tragic economic toll on families, communities and societies.[3] They are the most prevalent and costly threats to health in British Columbia — and the most preventable. While the proportion of British Columbia adults who are overweight or obese is 45 per cent — well below the Canadian average of 49 per cent — 42 per cent of British Columbians aged 12 and older are inactive, and improvements in these areas remains an urgent objective.[4] ActNow BC is working to engage and inspire British Columbians of all ages to make healthy choices more often.

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[3] World Health Organization (2005). *Preventing Chronic Diseases: A Vital Investment.*

Government has set a target to increase the portion of B.C.'s population that is physically active by 20 per cent by 2010. Ministry support for provincial multi-sport and recreation agencies complements the work of ActNow BC, helping to promote well-being through involvement in physical activity. Specific programs support populations traditionally under-represented in sport and recreation such as Aboriginal peoples, low income families and persons with disabilities.

Arts and Culture

The rapid and sustained rise in the value of the Canadian dollar, aggressive new tax incentives in many U.S. states, a prolonged strike by the Writers Guild of America and a shortage of available studio space, all played a role in a 44 per cent downturn in foreign motion picture production spending in B.C. in 2007. Despite these challenges, B.C.'s foreign production spending exceeded half a billion dollars while domestic production grew substantially. The animation industry continued to show promising growth, with total animation increasing 13.1 per cent from 2006.

Maintaining sustainability of the arts and the necessary infrastructure within the increasingly diverse cultural communities that make up British Columbia continues to be a challenge. Many communities lack cultural facilities and a large number of museum buildings, cultural centres and heritage sites in the province are in need of capital investment.

The digital age has become a significant influence on the arts and culture sector, with over 1,100 new media companies in the province employing some 15,000 people in the creation of video games, digital film and animation, mobile telephone content, interactive graphic design and e-learning, as well as advanced creative web applications.

BC150 Years

BC150 Years is an opportunity to raise awareness of B.C.'s shared heritage, cultivate a sense of pride in our accomplishments, and highlight the many achievements of British Columbia's citizens. This opportunity will also contribute to preparing our facilities, citizens and volunteers for the upcoming 2010 Olympic and Paralympic Winter Games. The expansion of Asia-Pacific gateway infrastructure and strengthening ties with Asian markets is contributing to the vision of British Columbia's future through trade, commerce, tourism, labour and education opportunities. The Ministry's Tourism Action Plan not only welcomes the world, but inspires citizens to explore BC150 events across the province. A new relationship is being forged with our Aboriginal peoples that is founded on reconciliation, recognition and respect. This relationship will contribute to the successful implementation of meaningful and lasting BC150 Years legacies. With the help of the Spirit of BC community committees, the volunteer spirit and excitement about participation in BC150 is strong.

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[4] Canadian Community Health Survey, 2005.

Heritage and Archaeology

Historic places connect us to what it means to be a British Columbian, and they are a strong focus of visitor interest as well. Capital invested in rehabilitating historic buildings creates more jobs per dollar than new construction. Restoring old buildings also reduces waste, conserves energy and decreases urban sprawl — contributing to a more sustainable British Columbia.

The strong B.C. economy is fuelling development pressure on more than 30,000 archaeological sites. The Ministry promotes archaeological site protection in cooperation with First Nations, local governments, land use agencies and resource industries, linking conservation to development oversight to achieve the widest awareness of this fragile resource.

Historic Kinsol Trestle, Cowichan Valley.

This major conservation project will be undertaken through the collaborative efforts and investment of the Ministry, Cowichan Valley Regional District, the Ministry of Transportation, and dedicated community volunteers.

Report on Performance

The table below provides a snapshot of the Ministry's progress with regard to its performance targets during 2007/08. The section following the summary provides detailed discussion and explanation of these results.

Performance Plan Summary Table

Goal 1: A tourism sector that delivers lasting provincial economic and social benefits	**2007/08 Target**	**2007/08 Actual**
1.2 Tourism, sport, arts, culture and heritage sectors fully leverage the opportunities presented leading up to the 2010 Olympic and Paralympic Winter Games, and beyond		
Percentage increase in annual Overnight Tourism Revenues	4.7%	4.7%[1] ACHIEVED
1.3 British Columbia's resort tourism base is expanded		
Resort development approvals (Master Development Agreements, Operating Agreements, and other resort development approvals)	5	5 ACHIEVED

Goal 2: Active and creative communities in which people have diverse opportunities to participate in sport, recreation, arts and culture	**2007/08 Target**	**2007/08 Actual**
2.1 British Columbia's sport and recreation sectors are diverse, dynamic and sustainable		
Per cent of B.C. athletes on national teams	25%	26.7% ACHIEVED
Economic impact (ratio of tax benefits to provincial investments) of national and international sport event hosting	2 : 1	2.1 : 1[2] ACHIEVED
2.2 British Columbia's arts and culture sectors are diverse, dynamic and sustainable		
Percentage of B.C.'s 25 major cultural organizations that maintain or improve their net financial position	70%	72% ACHIEVED
Value of arts endowments established through deployment of the BC Arts Renaissance Fund	$9 million	$9 million ACHIEVED
2.3 British Columbia has a dynamic and sustainable film and television production sector		
Value of annual motion picture production expenditures in British Columbia	$1.0 billion	$943 million SUBSTANTIALLY ACHIEVED

[1] Total overnight tourism revenue growth is an estimate, based on indicators such as hotel revenue growth (7.9% in 2007). Actual OTR for 2007 will be available November 2008.

[2] 2.1 dollars of provincial tax revenue generated for every 1 dollar of provincial investment.

Goal 2: Active and creative communities in which people have diverse opportunities to participate in sport, recreation, arts and culture	**2007/08 Target**	**2007/08 Actual**
2.4 Provincial pride and identity are enhanced as a result of BC150 Years celebrations in 2008		
Percentage of municipalities where BC150 Years events are staged	75% (Based on events held in the 2008 calendar year)	WILL REPORT OUT IN 2008/09 ANNUAL REPORT

Goal 3: A physically healthy population where individuals make choices that enhance their health	**2007/08 Target**	**2007/08 Actual**
3.1 A greater proportion of British Columbians are physically active		
Percentage of British Columbians active enough to derive health benefits	63%	DATA WILL BECOME AVAILABLE FEBRUARY 2009

Goal 4: Effective joint stewardship of British Columbia's outdoor recreational resources, heritage and archaeology	**2007/08 Target**	**2007/08 Actual**
4.1 British Columbia's tourism-related outdoor recreation resources are effectively maintained		
Percentage of recreation sites receiving regular maintenance	95%	91% SUBSTANTIALLY ACHIEVED
4.2 British Columbia's historic places and archaeological sites are effectively protected		
Percentage increase in the number of local governments using the Remote Access to Archaeological Data system	18.5%	54% EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: A tourism sector that delivers lasting provincial economic and social benefits

Objective 1.1: Tourism revenue doubles by 2015

The Ministry is working with many partners to double tourism revenues to $18 billion by 2015. In 2007/08, the Ministry began implementation of all 34 specific actions identified in B.C.'s first Tourism Action Plan. These actions are key to enabling sustainable tourism growth throughout British Columbia. Implementation of the plan involves ministries, Crown agencies, Tourism BC and destination marketing organizations across the province.

Strategies

- Lead implementation of the Tourism Action Plan, which includes facilitating the implementation of the Aboriginal Cultural Tourism Blueprint Strategy.
- Establish partnerships with local and federal governments, industry, First Nations, and others to enhance tourism opportunities.
- Develop capacity to better research and assess the impacts of emerging and expanding tourism sectors.
- Promote or lead the development of new or emerging tourism and outdoor recreation opportunities and markets.

The Tourism Action Plan
Key Actions

1. Improve air and vehicle access to British Columbia and strengthen our role as Canada's Pacific Gateway.
2. Leverage the exposure and benefits of the 2010 Olympic and Paralympic Winter Games.
3. Increase the tourism workforce by raising the career potential of tourism and expanding the scope of the labour market pool.
4. Realize the tourism benefits from government's capital investments in B.C.'s five convention centres.
5. Ensure new resort approvals throughout B.C. are expedited.
6. Maximize the return on the province's tourism marketing investments through Tourism BC, destination marketing organizations, and other partners.
7. Increase First Nations investments in the tourism and outdoor recreation sectors and market those businesses to the world.
8. Leverage our "Super, Natural BC" branding with a new, world-class Green Tourism Strategy for Sustainability.

Objective 1.2: Tourism, sport, arts, culture and heritage sectors fully leverage the opportunities presented leading up to the 2010 Olympic and Paralympic Winter Games, and beyond

The 2010 Olympic and Paralympic Winter Games present an unparalleled opportunity to generate lasting social and economic benefits for British Columbians. The Ministry provides leadership to ensure that industry, government, and communities plan strategically to take full advantage of the 2010 opportunity by working to support an array of sporting events and arts, culture, heritage, tourism and recreational opportunities. Two examples of this are the cross-ministry projects for Culture Tourism and Event Hosting. These began in 2007/08 with initial results expected in 2008/09.

The Ministry also led a Federal/Provincial/Territorial working group to ensure participation in the Cultural Olympiad, an annual showcase and celebration of talent and culture leading up to 2010. In the 2008 Olympiad, 85 per cent of the artists were B.C.-based, and there was substantial participation by artists from across Canada, including Feist, a world-renowned Canadian performer.

Strategies

- Develop initiatives to enhance and broaden the economic impact of hosting the 2010 Olympic and Paralympic Winter Games in the tourism, arts, culture and sport sectors.
- Initiate and direct an inter-provincial working group to define how Canada will present itself to the world through the Cultural Olympiad.
- Partner with the Vancouver Organizing Committee (VANOC) for the 2010 Olympic and Paralympic Winter Games and Tourism BC to support communities across the province in participating in cultural events related to the 2010 Olympic and Paralympic Winter Games.
- Develop and implement both a Cultural Tourism Strategy and an Event Hosting Strategy with the aim of more fully integrating culture, arts, heritage and sport events and attractions as part of B.C.'s tourism mosaic.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage increase in annual Overnight Tourism Revenues[1]	3.1%[2]	3.7%	4.7%	4.7%[3] ACHIEVED

Data Source: Overnight Tourism Revenues are calculated by Tourism BC with data from Stats Canada and BC Stats.

[1] Represents annual growth.

[2] 2005 estimate of 3.4 per cent restated to 3.1 per cent since publication of 2006/07 Tourism BC Annual Report.

[3] Total overnight tourism revenue growth is an estimate, based on indicators such as hotel revenue growth (7.9 per cent in 2007). Actual OTR for 2007 will be available November 2008. Growth of 4.7 per cent represents an increase of $400 million over the previous year.

Discussion of Results

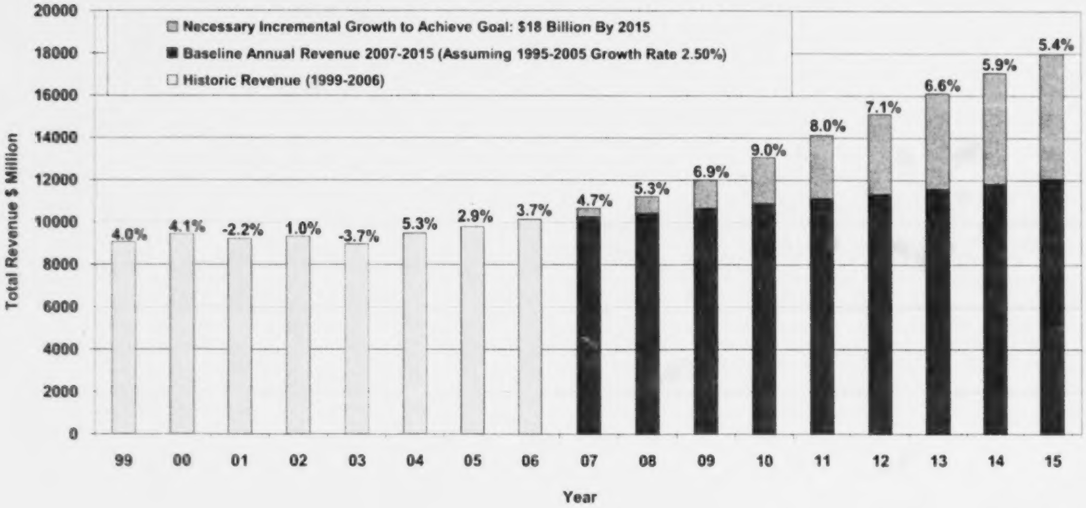
One of the key measures of tourism growth is the percentage increase in Overnight Tourism Revenues (OTR), defined as the gross revenue resulting from all spending by overnight visitors to British Columbia during a calendar year. It is a reliable performance indicator of overall tourism activity and comparable to indicators used by other competing jurisdictions. However, final estimates of OTR are not available until at least the third quarter of the following year.

The Province is on track to meet the interim revenue target of $11 billion by the end of 2008, which brings British Columbia closer to doubling tourism revenues to $18 billion by 2015. The Ministry's growth target of 3.5 per cent for 2006 was surpassed with the achievement of 3.7 per cent growth. In 2007, hotel revenues were up 7.9 per cent compared to the same period in 2006. Growth was taking place across the province. Vancouver Island experienced 8.8 per cent growth, the Thompson-Okanagan region 13.4 per cent growth and the Kootenay-Rockies region 13.7 per cent growth. Using other preliminary indicators, the Ministry forecast for OTR growth in 2007 will be in the order of 4.7 per cent.

The growth in 2007 is impressive in light of the strengthening Canadian dollar, significantly increased fuel prices and uncertainty over new passport and border travel requirements for U.S. visitors during the past year.

The following chart illustrates the historic annual revenue totals and the growth required to double tourism revenues by 2015.

Growth in Tourism Revenues (Total Expenditure by Overnight Visitors)



Ministry Response

Continued implementation of the Tourism Action Plan will enable B.C.'s tourism industry to achieve both short- and long-term tourism revenue targets.

Objective 1.3: British Columbia's resort tourism base is expanded

The Ministry works to optimize recreational opportunities through the development of all-seasons resorts, adventure tourism[5] and outdoor recreation programs. Capital investment and the environmentally sustainable development of B.C.'s resort tourism base will provide lasting social and economic opportunities, as well as better access to recreational opportunities. Environmentally sustainable development was facilitated in 2007/08 by amendments that were made to the *All Seasons Resort Guidelines* in order to better support climate change priorities.

Strategies

- Facilitate access to Crown land resources through licensing and tenure, and enhance resources for all-season resorts, adventure tourism, and outdoor recreation programs.
- Complete implementation of the BC Resort Strategy and Action Plan.
- Sustain local partnerships to maintain outdoor recreation infrastructure, such as recreation campsites and trail networks.

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[5] The Adventure Tourism Program was transferred to the Integrated Land Management Bureau of the Ministry of Agriculture and Lands on December 1, 2007.

- Upgrade targeted campgrounds and trails to facilitate the attraction of maintenance partners and improve utilization of campgrounds and trails by tourists and the general public.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Resort development approvals (Master Development Agreements, Operating Agreements, and other resort development approvals)[*]	6	7	5	5 Achieved

Data Source: Ministry of Tourism, Sport and the Arts.

[*] Resort development approvals can take several forms. A **Master Development Agreement** is a long-term major resort development agreement that provides for the phased sale of Crown land, upon completion of corresponding recreation improvements by the resort operator, to ensure that the resort maximizes its potential in accordance with the approved Resort Master Plan. An **Operating Agreement** is a long-term agreement between the Crown and a resort operator that provides the operator with the right to operate a ski resort on Crown land but does not contemplate any significant sale or development of base lands. **Other resort development approvals** include fee simple land sales for golf resort developments and tenures for major marina operations. As of March 31, 2008, the Province had 16 Master Development Agreements and 11 Operating Agreements.

Discussion of Results

Resort developments approved on Crown land in 2007/08 include a ski resort and four marinas.

The Whitewater Ski Resort expansion has been approved for a Master Development Agreement with a projected private capital investment of $15 million. Marina tenure approvals in 2007/08 included: Vintage Landing Marina (Kinniknik Bay), worth $480 million; Solera Marina (Lakestone Development) worth $1 billion; Tobiano Marina, worth $500 million; and Nelson Marina (Kutenai Landing), worth $160 million. These resorts will bring significant contributions to their local and regional economies.

Goal 2: Active and creative communities in which people have diverse opportunities to participate in sport, recreation, arts and culture

The Ministry works with a broad array of stakeholders to ensure that the sport, recreation, arts, culture, heritage, archaeology and film sectors make strong contributions to the well-being of British Columbians, both socially and economically, with volunteerism as a vital component of all sectors.

Objective 2.1: British Columbia's sport and recreation sectors are diverse, dynamic and sustainable

Support to individuals and organizations that deliver sport and recreation programs helps ensure that British Columbians of all ages, abilities and aspirations have opportunities to participate and achieve in sport and recreation. The Ministry works to support and promote sport and physical activity opportunities throughout British Columbia, as well as investing in the sport and recreation system, especially sport event hosting. These undertakings generate economic benefits and tax revenues that are reinvested in health, education, social and economic development programs.

Strategies

- Develop and implement co-ordinated provincial sport and recreation strategies to support accessibility to and participation in sport and recreation programs.
- Provide British Columbians with the opportunity to excel in sports and support provincial and multi-sport organizations that provide B.C. athletes with high-quality programs and services, improving overall athletic performance.
- Support innovative partnerships that enable the development of new sport and recreation investments and initiatives.
- Assist local organizers in pursuing and staging international sporting events, working with partners to take full advantage of opportunities to showcase British Columbia to the world.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of B.C. athletes on national teams (summer and winter games)[1]	N/A	26.2%	25%	26.7%[2] ACHIEVED
Economic impact (ratio of tax benefits to Provincial investments) of national and international sport event hosting	2.29 : 1	N/A	2 : 1	2.1 : 1[3] ACHIEVED

[1] For comparison, B.C. constitutes 13.3 per cent of Canada's population.

[2] **Data Source:** Canadian Sport Centre (Pacific), 2008 National Summer and Winter Teams data file: *B.C. Athletes on Targeted Sports*.

[3] **Data Source:** 2007 FIFA Under-20 World Cup of Soccer and 2007 BMX World Championship economic impact studies. 2.1:1 impact is 2.1 dollars of provincial tax revenue generated for every 1 dollar of provincial investment.

Discussion of Results

The Ministry provides the sport and recreation system with support so that it can provide opportunities for British Columbians to participate and achieve at all levels — whether through recreational activities to achieve personal health goals or at high performance levels to represent B.C. or Canada at national and international events. In 2007/08, the Ministry supported a number of initiatives that contributed to healthy individuals and communities. This made it possible to leverage significant resources from other levels of government and private sponsors, helping to sustain success at all levels of sport, especially high performance.

The sport event hosting economic impact measure is an indicator of the return on investment for the Province in supporting major international sport events. In 2007, the events supported were the FIFA Under-20 World Cup of Soccer and the BMX World Championship. A two-to-one target means that the provincial tax revenue that was collected through visitor and operational spending was twice that of the provincial funding provided for the event.

Objective 2.2: British Columbia's arts and culture sectors are diverse, dynamic and sustainable

A diverse range of events, experiences, and other artistic and cultural products contribute to this objective. British Columbia has become an important hub of creative talent and culture, and the Ministry is committed to showcasing this in many different ways. Arts, culture, heritage, recreation and sport bring people together, enriching their lives and cultivating a sense of community. These important sectors foster creativity, innovation, social awareness, cultural understanding, and also contribute to personal health and well-being.

The Ministry has a long-range action plan to stabilize the arts and culture sector and to enhance the profiles of B.C. artists. The BC150 Cultural Fund will improve the stability of the arts sector and increase the profile of the performing arts. The Province provided capital dollars to several major cultural infrastructure projects including the Vancouver East Cultural Centre, the Vancouver Art Gallery, and the National Maritime Centre in North Vancouver.

The Ministry undertook some initial consultations on the development of an Aboriginal Art Gallery, a Women's History Museum, and an Asia Pacific Museum of Trade and Culture, and expects to be able to bring all three projects to the business case stage in 2008/09.

Strategies

- Support the B.C. Arts Council's diverse range of programs and activities which provide arts awards for individual projects; community arts development awards; professional arts development awards; and funding for planning and development of arts organizations.
- Develop a long-range arts and culture strategy in consultation with key stakeholders, which increases the profile of B.C. artists, improves access to learning about the arts, and celebrates regional arts initiatives.
- Oversee the development of an Aboriginal Art Gallery, Women's History Museum, and the Asia Pacific Museum of Trade and Culture.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of B.C.'s 25 major cultural organizations that maintain or improve their net financial position	64%	65%	70%	72% ACHIEVED

Data Source: BC Arts Council Annual Report.

Discussion of Results

This measure reflects the financial stability of arts and cultural organizations in the province and is intended as an indicator of the health of the sector as a whole. The net financial position of each organization is compared to the previous year's net financial position, and the percentage that have maintained or improved is calculated. For example, if only five of the 25 organizations maintained or improved their financial position, the performance result would be 20 per cent.

As anticipated, the additional $3 million in funding provided for the British Columbia Arts Council had a direct positive impact on the sector in 2007/08. The improved financial position is also a result of increased opportunities for funding on an annual basis from Arts Now, the BC Arts Renaissance Fund, and investments relating to the Cultural Olympiad.

Performance Results

Performance Measure	2005/06 Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Value of arts endowments established through deployment of BC Arts Renaissance Fund	$5 million[1]	$6.6 million	$9 million	$9 million ACHIEVED

Data Source: The Vancouver Foundation.

[1] The figures for 2005/06 Baseline as reported in the 2007/08 Service Plan were reported on a calendar, not a fiscal, year basis. This report presents the results on a fiscal year basis.

Discussion of Results

In establishing the BC Arts Renaissance Fund in 2005 by contributing $25 million to the Vancouver Foundation, the Province challenged the private sector to make a significant contribution to the sector's sustainability. The BC Arts Renaissance Fund provides funding to match private contributions to permanent endowments, the earnings of which provide operational support for arts and cultural organizations throughout the province. Matched donations by private sector contributions add to the stability of the sector.

The total cumulative allocations from the BC Arts Renaissance Fund to March 31, 2008 are approximately $20.6 million. In addition, approximately $2.7 million has been allocated through the MEDICI Program (Management, Endowment Development, Implementation, Capacity and Innovation) of the BC Arts Renaissance Fund. It is anticipated that the BC Arts Renaissance Fund will be fully depleted by the fall of 2008. However, a legacy will remain in the form of the endowments.

Objective 2.3: British Columbia has a dynamic and sustainable film and television production sector

The Ministry, through its support of the BC Film Commission and British Columbia Film, directly contributes to significant growth in employment opportunities in the province, as well as the promotion of positive environmental practices through Reel Green BC. Support for the development of B.C.'s production expertise and the growth of B.C.'s domestic motion picture industry have increased the volume of B.C. owned and controlled entertainment businesses, and helped to build a more stable and diversified production industry in the province.

Strategies

- Through British Columbia Film, support the development of British Columbia's production expertise and the growth of the domestic motion picture industry.
- Through the BC Film Commission, connect filmmakers to the best locations, people, facilities and resources available and showcase British Columbia as a full service production centre with a solid reputation and track record for delivering excellent production value.
- Develop a new long-range strategy to support the development of new media such as video games, mobile telephone content, and interactive graphic design.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Value of annual motion picture production expenditures in British Columbia	$1.2 billion	$1.2 billion	$1.0 billion[1]	$943 million SUBSTANTIALLY ACHIEVED

[1] From past years' production expenditure results, the BC Film Commission has established $1 billion as a target to be met or exceeded each year. Historically, production activity does fluctuate, depending on many factors such as foreign exchange conversion rates and proposed production activity of major clients. In 2007, production expenditure revenues were severely impaired by the Writers Guild of America strike in the U.S.

Discussion of Results

British Columbia remains a strong contender in film and television production. BC Film Commission statistics show that film and television production in British Columbia contributed $943 million to the provincial economy in 2007. Domestic film and television activity continued a five-year trend of continuous growth, reaching a high in 2007 of $407 million in total B.C. spending, up 46 per cent from $278 million in 2006.

Objective 2.4: Provincial pride and identity are enhanced as a result of BC150 Years celebrations in 2008

BC150 Years celebrates the adventures, people, events and achievements that have shaped our provincial identity. BC150 Years is building collective pride in the contributions that British Columbians have made in shaping the province and instilling a sense of shared history and optimism for a positive and progressive future. This partnership-based program works to engage individuals and communities across the province, creating legacies that will inspire all generations and cultures.

Strategies

- Facilitate the delivery of initiatives across the province that focus on heritage, multiculturalism, Aboriginal peoples, communities and arts and culture. These projects include local heritage/museum programs; the "Free Spirit: Stories of You, Me and BC" exhibition at the Royal BC Museum; The Celebrating Cultural Diversity Program; the Schools Program; the Cowichan 2008 Spirit Pole Tour; and BC150 Years commemorative books.
- Facilitate the creation of B.C. Spirit Squares in communities throughout British Columbia to leave a lasting legacy of the BC150 Years celebrations.
- Through the Community Funding Program, provide communities with the opportunity and resources to plan and profile their own activities and events that celebrate 150 years of shared history.
- Through partnerships, encourage participation across generations and cultures in British Columbia's 150th anniversary celebrations, with the goal of staging BC150 Years events in 75 per cent of municipalities across the province.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of municipalities where BC150 Years events are staged	N/A	N/A	75%[1]	Will Report out in 2008/09 Annual Report

[1] Based on 2008 calendar year.

Discussion of Results

Results of the BC150 Years celebration will be reported in the *2008/09 Annual Service Plan Report*. Some highlights of the events planned, developed and implemented during 2007/08 appear in the Highlights of the Year section of this report.

Objective 2.5: British Columbians are supported in contributing to the well-being of their communities through volunteerism

For communities across British Columbia, volunteerism is one of the most valuable resources, accounting for an estimated $5.2 billion in unpaid labour annually to support social services, health, education, sport and recreation, and arts and culture sectors. An engaged, skilled network of volunteers can make lasting contributions in communities and in personal and work life.

Strategies

- Support volunteer leadership and initiatives to build sustainable capacity in the volunteer sector and to recognize the valuable and important contributions of volunteers.
- Utilize the many large-scale sport and cultural events being hosted in British Columbia to engage communities in developing their volunteer capacity.

Discussion of Results

The Ministry continues to work with 2010 Legacies Now to build sustainable capacity in the volunteer sector through support of VolWeb. This website and resource is designed to encourage volunteerism across British Columbia and to increase access to volunteer opportunities.

In 2007, VolWeb.ca™ filled 1,600 event volunteer positions throughout the province and has registered over 4,000 volunteers and over 1,000 event organizations. Government recognizes the contributions of volunteers through a variety of recognition events (e.g., April 15-21 was declared National Volunteer Week and the Ministry supported the first ever BC Coaches Week).

Major sport events funded by the Ministry are assisting individuals to get the experience they need to volunteer in 2010. In 2007, the FIFA Under-20 World Cup of Soccer attracted over 1,000 volunteers to Victoria and Burnaby and the BMX World Championship in Victoria recruited, trained and mobilized over 300 volunteers.

Goal 3: A physically healthy population where individuals make choices that enhance their health

British Columbians in general are among the healthiest people in the world and the most physically active across the country. ActNow BC strives to support the excellent health status of the majority of our citizens while also focusing more on those who are at risk of diminishing health from factors such as obesity and physical inactivity. Not only does increased physical activity provide physical and social benefits, it also contributes to the sustainability of the health care system. ActNow BC's core goals are to have a population of British Columbians that, by 2010, eats healthier; is more physically active; maintains a healthy weight; reduces tobacco use; and makes healthy choices in pregnancy.

ActNow BC progress has been accomplished through innovative and collaborative efforts with other ministries, service partners, communities, and the sport and recreation delivery system to deliver healthy living approaches where British Columbians live, learn, work and play. A greater emphasis has been placed on promoting and partnering on initiatives that support government's goal to "Lead the way in North America in healthy living and physical fitness". This work requires a whole-of-government approach to be successful.

ActNow BC

The Conference Board of Canada in its June 2007 report *How Canada Performs: A Report Card on Canada* calls ActNow BC "a particularly promising model of intra-governmental collaboration in health policy development."

The Ministry has an important role to play in supporting increased access to physical activity and sport. In fact, the federal, provincial and territorial sport ministers have set a target to increase Canada's physical activity levels by 10 per cent by 2010. British Columbia built on this national target by setting a provincial target to increase the proportion of physically active British Columbians by 20 per cent by 2010 (from 58 per cent to 70 per cent).

Objective 3.1: A greater proportion of British Columbians are physically active

Providing British Columbians and their communities with information, resources and self-care tools empowers individuals to stay healthy and active. ActNow BC has continued to strengthen its promotion, with a resulting increase in the recognition of the ActNow BC name and initiative.

Strategies

- Lead the programs of ActNow BC that contribute to increased physical activity and healthy lifestyle choices, particularly for at-risk populations.
- Collaborate with the Ministries of Health and Education, and other ministries and service partners, to meet the core goals of ActNow BC.
- Foster exposure to recreation, physical activity and sport for youth through initiatives such as SportsFunder and KidSport.
- Support Aboriginal participation and physical activity.

Performance Results

Performance Measure	Baseline	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of British Columbians active enough to derive health benefits	58%[1]	N/A	63%	DATA WILL BECOME AVAILABLE FEBRUARY 2009

[1] Based on the 2003 Canadian Community Health Survey, reported in 2005.

Discussion of Results

This performance measure is derived from the biannual Canadian Community Health Survey of all provinces. The measure "percentage of British Columbians active enough to derive health benefits" is the percentage of British Columbians surveyed who reported that they were moderately active through daily living or physical exercise. Actual results for the 2005 survey will be reported in the 2008/09 Annual Service Plan Report. In addition, results for this measure and other ActNow targets will be reported in the *Measuring Our Success — Progress Report 2* in early 2009, which can be found on the ActNow BC website.

Goal 4: Effective joint stewardship of British Columbia's outdoor recreational resources, heritage and archaeology

Responsible stewardship of the province's recreational resources, heritage places and buildings, and archaeological sites is a foundation for economic and social sustainability. The Ministry fosters a commitment to stewardship by private and public partners, local governments, First Nations and the community at large. Policies and strategies that protect and maintain B.C.'s unique resources help to ensure a balance between protecting sensitive resources and enabling responsible development.

Objective 4.1: British Columbia's tourism-related outdoor recreation resources are effectively maintained

Sustainable partnerships with local First Nations, Forest Licensees, local clubs and communities are important elements in effective joint stewardship of British Columbia's outdoor recreation resources. The province's 1,240 recreation sites and 650 trails provide significant opportunities for outdoor activity. Trails and sites that are safe and environmentally sustainable enhance public enjoyment of B.C.'s spectacular outdoors.

The increasing demand for and use of recreation sites and trails continues to be a challenge in terms of effectively maintaining this valued outdoor recreation resource. Also, mitigating the effect of mountain pine beetle infestations on recreation sites and trails in B.C. has become a growing priority.

Strategies

- In partnership with recreation groups, community organizations, First Nations, forest companies, regional districts, users and others, effectively manage and maintain the provincial system of forest recreation sites and trails.
- Develop provincial policies and procedures that will ensure that tourism and recreation interests are reflected in land and resource planning.
- Apply sustainable environmental practices and procedures when approving recreation and resort development projects.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage of recreation sites receiving regular maintenance	60%	75%	95%	91%[1] SUBSTANTIALLY ACHIEVED

Data Source: Recreation Sites and Trails Annual Report.

[1] 91 per cent is an estimate as final numbers not available until August 31, 2008.

Discussion of Results

The number of recreation sites receiving regular maintenance is a measure of effective facility maintenance and a safe, sanitary and environmentally sound recreation experience.

The level of maintenance achieved in 2007/08 is slightly lower than targeted, due in part to an increasing need for infrastructure replacement and maintenance. Some areas of the province are experiencing difficulty acquiring maintenance contractors as a result of competition for labour from oil and gas activity in the North and increasing development and construction in other areas.

In addition to ongoing maintenance of recreation sites, in 2007/08 the Ministry received funding from Natural Resources Canada for mitigating the effects of the mountain pine beetle on provincial recreation sites. While most recreation sites continued to receive regular maintenance during the implementation of the mitigation program, a small number did not receive the expected level of maintenance as contractors were engaged in alleviating the damage caused by the mountain pine beetle.

Ministry Response

Infrastructure replacement and labour shortages are expected to continue to be a challenge in 2008/09. Infrastructure replacement will be addressed in part through the Capital Improvement Program. In addition, Forest Licensees who are eligible through the Forest Investment Account will provide some funding for infrastructure maintenance and repair. Where labour shortages have had an impact on delivery of recreation site and trail maintenance, strategies such as reduced frequency of maintenance will continue to be implemented. The mountain pine beetle mitigation program will continue into 2008/09.

Objective 4.2: British Columbia's historic places and archaeological sites are effectively protected

Stewardship involves managing a number of facets of a resource base. Effective protection helps to ensure that those resources remain available to British Columbians. Rapid growth and changes in the population and economy of British Columbia present major challenges for the protection and conservation of heritage resources. Increasing land use for recreational and developmental purposes increases the potential for accidental damage to archaeological sites.

The Ministry demonstrates its stewardship of these valuable non-renewable resources by controlling potentially damaging activities that could have an impact on sites. The Ministry engages with local governments, First Nations, other land and resource managers and the public to ensure that they are aware of the fragility and importance of historic and archaeological sites. Public education is a critical component of protecting these sensitive areas.

In addition to increasing education and awareness about these resources, many of which have yet to be identified, the Ministry has the tools to enact protection through legislation and a permitting process. The Ministry has records of 33,900 archaeological sites and it is likely that an equal number have yet to be discovered. Archaeological and historic sites provide knowledge about our past and a fragile link to our history, both pre-and post-European contact. If we fail to protect these sites, we lose their cultural and historic value forever.

Strategies

- Provide community partners with training and resources for heritage conservation.
- Partner with other levels of government to foster heritage building rehabilitation and heritage district revitalization.
- Increase public awareness of the value of the continued conservation of archaeological resources.

Performance Results

Performance Measure	Benchmark	2006/07 Actual	2007/08 Target	2007/08 Actual
Percentage increase in the number of local governments using the Remote Access to Archaeological Data system	27 users[1]	35 users[2]	18.5% (41 users)	54% (54 users) EXCEEDED

Data Source: Ministry of Tourism, Sport and the Arts records that are known to be accurate as they are consistently maintained.

[1] Number of local governments using the Remote Access to Archaeological Data System in 2006/07.

[2] Adjusted from the 2007/08 Service Plan that showed 27 users in error.

Discussion of Results

This performance measure flows from the objective that, to effectively protect archaeological sites, we need the participation of other agencies that permit land alterations. Local governments have the most direct involvement with land development processes dealing with private property. One of the tools available to support local government efforts to integrate archaeological resource management into their processes is the Remote Access to Archaeological Data system. This allows local governments to have Internet access to the Ministry's archaeological site database.

Ministry Response

Given the positive reactions from the local governments contacted, in 2008 the Ministry will continue to contact non-participating local governments to discuss the benefits of adopting this process.

Report on Resources

Resource Summary Table

Core Business Areas	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Operating Expenses ($000)					
Sport, Recreation, Volunteers and ActNow BC[2]	21,949	10,000	31,949	32,240	291
Tourism	17,216	0	17,216	21,190	3,974[3]
Arts and Culture[2]	19,393	218,000	237,393	239,392	1,999
BC150 Years	2,906	0	2,906	3,887	981[4]
Strategic Initiatives and Policy	925	0	925	1,095	170[5]
BC Film Commission	1,560	0	1,560	1,562	2
Transfers to Crown Corporations and Agencies	61,820	0	61,820	32,078	(29,742)[6]
Executive and Support Services	3,779	0	3,779	3,638	(141)
Transfer from the General Account to BC Arts and Culture Endowment Special Account	0	(150,000)	(150,000)	(150,000)	0
Total	**129,548**	**78,000**	**207,548**	**185,082**	**(22,466)**
Full-time Equivalents (FTEs)					
Sport, Recreation, Volunteers and ActNow BC	13	0	13	16	3
Tourism	97	0	97	100	3
Arts and Culture	18	0	18	16	(2)
BC150 Years	4	0	4	6	2
Strategic Initiatives and Policy	9	0	9	9	0
BC Film Commission	11	0	11	9	(2)
Executive and Support Services	14	0	14	15	1
Total	**166**	**0**	**166**	**171**	**5**

Core Business Areas	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Executive and Support Services	50	0	50	44	(6)
Tourism	1,731	0	1,731	1,502	(229)
Arts and Culture	0	0	0	67	67
Total	**1,781**	**0**	**1,781**	**1,613**	**(168)**
Other Financing Transactions ($000)					
Tourism					
Disbursements	1	205	206	206	0
Net Cash Source (Requirements)	(1)	(205)	(206)	(206)	0
Total Disbursements	**1**	**205**	**206**	**206**	**0**
Total Net Cash Source (Requirements)	**(1)**	**(205)**	**(206)**	**(206)**	**0**

[1] Other Authorizations: $10,000,000 for Sport, Recreation and Volunteers (dredging for Burnaby Lake); $218,000,000 for Arts and Culture (includes $150,000,000 for BC150 Cultural Fund, $9,000,000 for Vancouver East Cultural Centre, $50,000,000 for Vancouver Art Gallery, and $9,000,000 for National Maritime Centre).

[2] Includes Special Accounts.

[3] **Tourism** – the over-expenditure is a result of one-time grants provided to stimulate tourism growth.

[4] **BC150 Years** – the over-expenditure is due to an accelerated events schedule; the total 3 year costs remain the same.

[5] **Strategic Initiatives and Policy** – the over-expenditure is a result of increased salaries and benefits.

[6] **Transfers to Crown Corporations and Agencies** – the $29,742,000 under-expenditure is due to:
1) a surplus of $5,042,000 for the BC Pavilion Corporation, as a result of gains on the sale of Bridge Studios, and
2) a surplus of $24,700,000 for the Vancouver Convention Centre Expansion Project, as a result of an accounting change whereby funding provided on behalf of Tourism Vancouver is now treated as an accounts receivable.

[7] Approximately 75 per cent of the ministry's capital funding envelope is allocated for improvements to recreation sites and trails. The remainder is for office furniture and equipment, tenant improvements and information systems. The majority of the under expenditure in the capital budget is the result of delays in systems projects.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

To learn more about the Ministry, go to www.gov.bc.ca/tsa/

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Archaeology
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Victoria BC V8W 9W3
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Fax: 250 953-3340
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BC150 Years
PO Box 9897 Stn Prov Govt
Victoria BC V8W 9T9
Phone: 250 356-2052
Fax: 250 356-1195
www.bc150.ca

B.C. Film Commission
201 - 865 Hornby Street
Vancouver BC V6Z 2G3
Phone: 604 660-2732
Fax: 604 660-4790
www.bcfilmcommission.com

B.C. Arts Council
PO Box 9819 Stn Prov Govt
Victoria BC V8W 9W3
Phone: 250 356-1718
Fax: 250 387-4099
www.bcartscouncil.ca

Cultural Services Branch
PO Box 9819 Stn Prov Govt
Victoria BC V8W 9W3
Phone: 250 356-1718
Fax: 250 387-4099
www.tsa.gov.bc.ca/arts_culture/

Heritage
PO Box 9818 Stn Prov Govt
Victoria BC V8W 9W3
Phone: 250 356-1432
Fax: 250 356-7796
www.tsa.gov.bc.ca/heritage

Recreation Sites and Trails
PO Box 9811 Stn Prov Govt
Victoria BC V8W 9W1
Phone: 250 356-6911
Fax: 250 356-2842
www.tsa.gov.bc.ca/sites_trails

Resort Development
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Kamloops BC V2C 5W1
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www.tsa.gov.bc.ca/resort_development

Sport, Recreation and Volunteers
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Ministry of
Transportation

2007/08
Annual Service Plan Report

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www.gov.bc.ca/tran/

Published by the Ministry of Transportation

Message from the Minister and Accountability Statement

This report shows our progress in meeting our goals of expanding and strengthening British Columbia's roads, rails, bridges, ferries, ports and airports. We have been aggressively investing to build transportation infrastructure to move people and goods safely and efficiently throughout B.C., while supporting and stimulating our growing economy.

On January 14, we unveiled a $14-billion public transit plan to be completed by 2020, focusing on safe, comfortable, reliable services that will highlight green technologies and reshape our urban form. The plan will double transit ridership by increasing choice for people around the province, and it is a key measure in the Province's greenhouse gas reduction plan. Some of the highlights are: a $10.3-billion investment in four new rapid transit lines in Metro Vancouver — the Evergreen Line, the UBC Line, the upgraded Expo Line with an extension into the Fleetwood area of Surrey and the Canada Line; $1.2-billion for a new, energy efficient, high capacity RapidBus BC service along nine major routes in Metro Vancouver, Kelowna, and Victoria; and $1.6-billion investment for up to 1,600 new, clean energy buses and related infrastructure.

The $3-billion Gateway program in the Lower Mainland — our plan to meet the needs of our growing population, and increase Asia-Pacific trade — is moving forward and on track. The Port Mann/Highway 1 Project has advanced to the Request for Proposals stage, and is also expected to receive its environmental assessment certification by summer 2008. In October 2007, the Province signed a Memorandum of Understanding with TransLink for a $180-million cost-sharing project to provide a RapidBus service across the new Port Mann Bridge between Burnaby, Surrey and Langley, with connecting buses to Abbotsford and communities north of the Fraser River via the new Golden Ears Bridge.

Construction is now well underway on a new seven-lane high level bridge that will span across the Pitt River, replacing the two existing swing bridges. Completion of the new bridge is slated for 2009. Meantime, the South Fraser Perimeter Road Project (SFPR) is in the final stages of an Environmental Assessment review. Once completed, the SFPR will remove trucks and regional traffic from community streets and put them back on the highway, resulting in reduced congestion, better access and improved quality of life.

Revitalizing the Trans-Canada Highway through the Kicking Horse Canyon, a key link to B.C.'s ports and southern routes, is critical to strengthening the province as Canada's Asia-Pacific connection and a gateway to the world. Improving this section of highway remains a top priority for this Ministry. The first two phases of construction have been completed, including the new Park Bridge which opened in August 2007 ahead of schedule. The new bridge and its approaches are a great example of the federal and provincial governments working together with the private sector. Design work has begun on the next section of work.

The Sea-to-Sky Highway Improvement Project is moving along on time and on budget. The project — which includes highway widening and straightening for improved sightlines — has passed the 70 per cent completion mark, and is due to be completed in fall 2009. Work crews are using very innovative construction methods — creating a safe and modern highway in very challenging terrain — to increase this road's safety, reliability and capacity. The project has been recognized internationally as an outstanding public-private partnership.

Another successful public-private partnership is the William R. Bennett Bridge Project in Kelowna, which progressed well ahead of schedule and opened in May 2008. The new toll-free, five-lane bridge replaces the old three-lane Okanagan Lake Bridge, improving safety, reducing congestion and stimulating economic growth in Kelowna. The bridge has an elevated span to allow for the passage of marine traffic, and improved access for cyclists and pedestrians.

I am extremely proud of our accomplishments, and particularly proud of my Ministry's employees, who are an exceptional team of dedicated professionals who deliver first-rate service to the province of British Columbia. Every region of the province is benefiting from our transportation investments, and we will continue to build and work towards our ambitious infrastructure goals, to benefit all British Columbians.

The Ministry of Transportation's 2007/08 Annual Service Plan Report compares the actual results to the expected results identified in the Ministry's *2007/08 – 2009/10 Service Plan.* I am accountable for those results as reported.

Honourable Kevin Falcon
Minister of Transportation

June 18, 2008

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Highlights of the Year

Our investments in British Columbia's transportation infrastructure will strengthen our economy, improve safety, and enhance the flow of goods and people throughout the province and across our borders. Some important highlights of 2007/08 are listed below.

William R. Bennett Bridge

The old Okanagan Lake Bridge was replaced by the new five-lane William R. Bennett Bridge. The new bridge, built under a design-build-finance-operate public-private-partnership arrangement, opened for traffic in May 2008, over three months ahead of schedule. The bridge is one of less than ten large floating bridges world-wide and includes a high level navigation span for marine traffic.

Key accomplishments in 2007/08 include:

- Launched five large (5,000 tonne) pontoons;
- Completed the high level fixed navigation span that allows sailboats up to 18 metres tall to pass under the structure;
- Installed all nine new pontoons including the transfer of 10 existing 70 tonne anchor connections from the old to the new bridge and the installation of four new anchors; and
- Ninety per cent completion of the bridge approach roadways on both sides of the bridge including the completion of a 25,000 cubic metre Styrofoam light weight fill.

The new five-lane bridge and the old three-lane bridge looking towards Kelowna

Kicking Horse Canyon

Improvements to the Trans-Canada Highway in the Kicking Horse Canyon are providing a safer and more efficient movement of people and goods on this vital trade route. The improvements are also having a positive effect on the environment by reducing vehicle emissions, fuel consumption and enhancing bicycle use.

Traffic using the new Park Bridge

Achievements in 2007/08 include:

- Phase 2: The new Park Bridge was opened on August 30, 2007, 21 months ahead of schedule. The innovative partnership arrangement to design, build and finance this phase, and to operate and maintain the entire 26-kilometre corridor resulted in $18 million savings over conventional tendering; and
- Phase 3: On November 6, 2007, the governments of British Columbia and Canada announced shared funding for Phase 3 (two segments), with construction scheduled to begin in the fall of 2008. The remaining segments are now designated as Phase 4.

Gateway Program

The program focuses on reducing congestion and improving the movement of people, goods, and transit. The planned improvements along and across the Fraser River are targeted for completion by 2013. In 2007/08, the program reached these important milestones:

- Began construction for Pitt River Bridge and Mary Hill Interchange project in early 2007 and completed detailed design consultation on pedestrian/cycling features. Construction will be completed in 2009;
- Submitted an application for Environmental Assessment Certificate for Port Mann Bridge/ Highway 1 (PMH1) project and completed public comment period with certification anticipated in spring 2008;

- Three PMH1 proponents short-listed in Request for Qualifications stage of competitive selection process submitted technical proposals. Review of technical proposals completed in March 2008 and advanced to Request For Proposals stage for evaluation in summer 2008; and
- Completed second and third Public Comment Periods on the South Fraser Perimeter Road Environmental Assessment Application, with environmental certification anticipated for spring/summer 2008, followed by early works by the Ministry and procurement for design and construction completion by fall 2012.

Sea-to-Sky Highway Improvement Project

The project will improve the safety, reliability and capacity of the Sea-to-Sky Highway which connects communities between West Vancouver and Whistler. Construction includes highway widening and straightening for improved sightlines, added passing lanes and other design innovations to reduce hazards and increase capacity. The project is about 70 per cent complete and achievements in 2007/08 include:

- 21.6 new kilometres of passing lanes and 15 new bridges are now complete;
- Most major rock work has been completed with 2,350,000 cubic metres of material excavated, 110,000 tonnes of asphalt placed and 35,000 square metres of mechanically stabilized earth walls constructed; and
- The final stage of public consultation (detailed design) was completed in 2007. Public consultation began in 2002 and has gone through four separate stages.

Taxis — Bill of Rights and Green Taxis

Following extensive consultations with industry, the Minister of Transportation announced the Metro Vancouver Taxi Bill of Rights in January 2008. This statement of principles outlines expectations of both taxi drivers and passengers, and is backed by a new trip refusal regulation that makes it a requirement for on duty taxi drivers in British Columbia to transport passengers to their stated destination. The Bill balances the needs and responsibilities of both drivers and users, and will benefit the many tourists and residents who depend on this vital component of British Columbia's transportation network.

On May 16, 2007, the Passenger Transportation Board announced an "Eco-Friendly Taxi" policy for the Greater Vancouver Regional District and the Capital Regional District to support the goal of reducing greenhouse gas emissions. The Board now requires all new taxis that are not accessible to persons with disabilities in these areas to be eco-friendly. Industry agrees that the use of such vehicles makes good economic and environmental sense.

DriveBC

DriveBC has revolutionized the way that the Ministry provides information to the public. Providing quick and convenient access to road reports, weather information and web cameras, as well as other useful links like the distance calculator, Canada/USA border wait times, ferry information and seasonal load restriction advisories, DriveBC has everything people need to plan their trip and travel safely.

With all of this information in one place, the DriveBC website has become extremely popular. It has the distinction of being the most visited website in the provincial government, averaging 20,000 visits a day.

Thanks to the efforts of the DriveBC team, the website continues to improve. In 2007/08, a new version of the site was released, increased phone line capacity was added, and increased training was carried out across the province.

Because of the success of the website, and the dedicated work of those involved with it, the DriveBC team won a Premier's Innovation and Excellence Award for Service Excellence in March, 2008.

Mountain Pine Beetle Program

The Mountain Pine Beetle Program supports the goals and objectives of the *Provincial Mountain Pine Beetle Action Plan* by providing the rehabilitation of interior roads significantly impacted by the increased number of logging trucks carrying pine beetle killed wood to mills or market. This program continues to ensure wood can be safely and efficiently moved on the highway system, while protecting the infrastructure and reducing the impacts to other users. This program assists in providing the maximum economic benefits to communities and the province within the pine beetle affected areas.

For 2007/08, the Ministry undertook 51 improvement projects within this program with an investment value of approximately $30 million. Notable projects included:

- Resurfacing of approximately 30 kilometres of existing pavement on the Nazko Road west of Quesnel;
- Reconstruction and gravelling of nine kilometres of the Big Creek Road southwest of Williams Lake; and
- Asphalt recycling of approximately 44 kilometres of Highway 16 from Parkridge Heights to Bednesti.

Heartlands Oil and Gas Roads Rehabilitation Strategy

The Heartlands Oil and Gas Road Rehabilitation Strategy is based on a partnership between the Ministry of Energy and Mines, and the Ministry of Transportation, to upgrade roads that will assist industry and produce additional revenues to the province. This program continues to strengthen the province's economic position and access to global energy markets.

For 2007/08, 20 improvement projects such as complete road reconstruction, adding additional lanes, road base strengthening and paving were undertaken, with an investment value of approximately $37.7 million. Notable projects included:

- The four-laning of the Fort St. John arterial to accommodate the mix of industrial, residential and tourism traffic;
- Paving of 10 kilometres of the Upper Halfway Road and preparing a further 10 kilometres for paving in 2008/09; and
- Upgrade Braden Road near Dawson Creek widening, strengthening and preparing for paving in 2008/09.

TransLink

Legislative amendments were enacted that changed the name of the Greater Vancouver Transportation Authority to the South Coast British Columbia Transportation Authority, put in place a new governance structure for the authority, and changed and augmented the revenues sources that can be utilized by the authority. The new governance structure creates a Mayors' Council to provide for accountability approving changes to the Authority's 10-year strategic plan, and authorizing any additional tax measures and borrowing required to implement the plan. Implementation of the plan will be the responsibility of a new board of directors appointed by the Mayors' Council from a list of qualified individuals who are not elected politicians. An independent commissioner, appointed by the Mayors' Council, is also provided to enhance transparency and due diligence regarding TransLink's plans and initiatives, and to authorize any proposed fare increases. The amendments are intended to provide a solid foundation for an expanded, high-quality public transportation system in the lower mainland.

Prince Rupert Container Terminal

A new container handling facility at the Port of Prince Rupert, Fairview Terminal Phase 1, opened in September, 2007 and set the stage for a new, northern gateway and transportation corridor that provides the fastest and least expensive sea/rail route between Asia and the U.S. Midwest industrial heartland. This cost-shared initiative between the Prince Rupert Port Authority, the Government of B.C., the Government of Canada, CN Rail and Maher Terminals provides opportunities for communities and businesses all along the corridor. Planning is already underway to expand the facility as traffic increases.

CVSE Provincial Permit Centre

The CVSE Provincial Permit Centre in Dawson Creek is now fully operational. The permit centre provides commercial vehicle permitting services as a one stop shopping service for industry. A dedicated team of staff are available to issue permits and educate and inform clients on the practices for transporting loads throughout the province. The permit centre is open from 6:00 A.M. to 10:00 P.M., seven days-a-week and most statutory holidays to accommodate the trucking industry. On average, 136,000 permits a year are issued in B.C. The permit centre initiative will allow CVSE staff at inspection stations throughout the province to focus on their core mandate of road safety.

Cariboo Connector Program

Work is well underway on the first five-year phase of a new Cariboo Connector strategy to widen the 460 kilometre portion of Highway 97 from Cache Creek to Prince George. The improvements to Highway 97 will increase safety and decrease travelling times while providing northern communities with a first-class trade corridor that will support increased commercial traffic that is meeting the needs of a rapidly expanding economy.

Phase One will widen the most urgent portions of Highway 97 first. These portions are typically in urban areas and around industrial and commercial centres where high traffic volumes cause increased congestion. In previous years, Plett Road and Fletchers Corners projects have been completed.

Key accomplishments in 2007/08 include:

- Simon Fraser Bridge Project secured federal funding and began construction;
- Simon Fraser Bridge to Sintich Road — initiated design and discussions with the Federal Government for funding partnership;
- Prince George South Scale Relocation and Four Laning — design completed and federal funding secured. Construction will begin in 2008;
- Completed design of Dale Lake to Dragon Lake Project and initiated discussions with the Federal Government for funding partnership. Will proceed to construction in 2008 subject to Federal participation;
- Completed functional design from Williams Lake to 150 Mile House and a 1.5 kilometre section will proceed to construction in 2008; and
- Wright Station Curves Project completed design activities and secured federal funding. Construction will begin in 2008.

Partnerships

In partnership with the Ministry, the City of Surrey began construction of the 156 Street underpass to improve access to Fraser Heights neighbourhood and to accommodate cyclists and pedestrians. The underpass structure will become an important component of the RapidBus initiative with future Gateway improvements, such as Port Mann/Highway 1 project's transit/ high occupancy vehicle ramps.

Purpose of Ministry

The Ministry of Transportation plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many transportation-related acts and regulations.

To accomplish its mandate, the Ministry:

- Develops provincial transportation plans to integrate various modes of transportation in consultation with Regional Transportation Advisory Committees and local and regional authorities, and in cooperation with the transportation-related Crown corporations;
- Ensures British Columbia's ports and airports are gateways for economic growth and development;
- Builds highway infrastructure to fulfill the economic and social needs of British Columbians;
- Maintains existing highways to a high standard through contracts with private sector road maintenance providers;
- Undertakes vehicle safety inspections and sets commercial vehicle operating standards;
- Works with partners and other levels of government to provide cost-effective public transit, coastal ferry services, and cycling networks;
- Manages contracts for inland ferry operations; and
- Licenses and regulates commercial passenger transportation.

Information regarding the Ministry's Core Business Areas can be found on the Ministry website at: www.th.gov.bc.ca/publications/ministry_reporting/service_plans/Core_Business_Areas_2007-2010.pdf.

Legislation governing the Ministry's activities can be found on the Ministry website at: www.th.gov.bc.ca/key_initiatives/legislation/statutes.htm.

Crown Corporations

The Minister of Transportation is responsible for the following four Crown corporations of which two, the BC Transportation Financing Authority and Rapid Transit Project 2000, are addressed in this Service Plan. The other two Crown corporations publish their own Annual Service Plan Reports.

BC Transportation Financing Authority

The BC Transportation Financing Authority is a provincial Crown corporation continued under the *Transportation Act*. It owns provincial highways and provides for their rehabilitation and expansion through dedicated fuel taxes and other revenues. The Authority can also acquire, hold, construct, or improve other transportation infrastructure throughout British Columbia.

Rapid Transit Project 2000

The Rapid Transit Project 2000 (RTP 2000) completed its mandate to build the Millennium Line and closed its project office as of June 30, 2006. The Ministry is responsible for any continuing RTP 2000 administration and financial reporting.

Complete Rapid Transit Project 2000 Financial Statements are available at:
www.th.gov.bc.ca/publications/ministry_reporting/RTP2000/07-08_financial_statement.pdf.

BC Transit

www.bctransit.com

British Columbia Railway Company

www.bcrproperties.com/bcrco/index.html

Strategic Context

The Ministry of Transportation primarily supports government's Great Goal to create more jobs per capita than anywhere else in Canada. Job creation depends on the success of the economy, and an efficient and effective transportation system is essential to economic growth. All of the Ministry's activities support the improved performance of this system, which in turn facilitates the creation of jobs.

Factors Affecting Service Delivery

The provincial transportation system is our link with the global economy and many factors affect the business of the Ministry. Factors that affected Ministry service delivery in 2007/08 include the following:

- Increased population and economic activity led to a growth in transportation demand;
- Higher fuel and oil prices continued to increase the cost of oil-based products such as asphalt and escalation continued to increase the price of other construction materials such as steel and concrete, resulting in increased costs for new infrastructure and maintenance of existing infrastructure. Escalation allowances are included in project budgets;
- Competition for engineering and construction services, from the oil and gas and other sectors within and outside B.C., continued to constrain the marketplace and the Ministry responded with strategies such as early tendering and day labour construction;
- The transportation sector accounts for approximately 40 per cent of total greenhouse gas emissions and the Ministry continues to develop strategies and action plans to meet government's climate change goals and to become carbon neutral by 2010;
- The spread of the mountain pine beetle continued to accelerate timber harvesting activities, resulting in increased wear and tear on the highway system. The Ministry continues to implement the annual $30 million Mountain Pine Beetle road improvement program to mitigate impacts;
- Environmental approval process for South Fraser Perimeter Road was extended to address issues raised by federal agencies and pre-loading and utility relocation activities were delayed to early 2008/09, although project completion remains the end of 2013; and
- The timelines for securing project approvals under federal infrastructure programs announced in Budget 2007 have been longer than anticipated and the advancement and tendering of candidate projects was delayed.

Report on Performance

Performance Plan Summary Table

Goal 1: Key transportation infrastructure is improved to drive economic growth and trade. For greater detail see pages 17 to 20	**2007/08 Target**	**2007/08 Actual**
1.1 Available provincial investment dollars are used as effectively as possible The percentage of projects that meet their budget and schedule	91%	92% ACHIEVED
Private investment capital leveraged through public-private partnerships, plus defrayed or reduced costs from efficient land use	$153.3 M	$245.8 M EXCEEDED
Federal funding investment leveraged (capital)	$99 M	$81 M NOT ACHIEVED
1.2 Improved mobility for highways servicing major economic gateways Average commercial trucking travel speed between economic gateways (kilometres per hour)	70	73 EXCEEDED

Goal 2: British Columbia is provided with a safe and reliable highway system. For greater detail see pages 21 to 25	**2007/08 Target**	**2007/08 Actual**
2.1 Contractors maintain the provincial highway system to a high standard Rating of the maintenance contractors' performance using Contractor Assessment Program	92%	91% SUBSTANTIALLY ACHIEVED
2.2 The main highway system is rehabilitated on a lowest life-cycle cost basis Main Highway Condition: Lane kilometres of main highway rehabilitated each year	1,800	1,814 ACHIEVED
2.3 Improved road access for resource industries and rural residents Cumulative lane kilometres improved or to be improved in the stated programs	4,900	5,310 EXCEEDED
2.4 Improved highway safety and reliability Crash reduction after construction on safety improvement capital projects (number of crash reduction from 725 crashes baseline)	150	371 EXCEEDED
2.5 Effective road safety enforcement, education and programs for the commercial transport industry Variation from national average in out-of-service rate for commercial vehicles	+/- 2% of national average	+3.2% of national average NOT ACHIEVED

Goal 3: British Columbia's transportation industries become more globally competitive. For greater detail see pages 26 to 27	**2007/08 Target**	**2007/08 Actual**
3.1 Building on the British Columbia Ports Strategy as part of a Pacific Gateway Strategy. Improved highway safety and reliability. Growth in container volume handled at west coast ports in TEUs (twenty-foot equivalent units)	2.64 million TEUs	2.52 million TEUs SUBSTANTIALLY ACHIEVED

Goal 4: Excellent customer service. For greater detail see pages 28 to 29	**2007/08 Target**	**2007/08 Actual**
4.1 Excellent service is provided to all British Columbians Customer satisfaction survey: Highway users' satisfaction with existing Ministry services and deliver processes, rated on a scale of 1 to 5	4.00	4.09 EXCEEDED

Goals, Objectives, Strategies and Performance Results

This section describes the Ministry's overall goals, the supporting objectives that should be met along the way, the major strategies the Ministry uses and targets against which performance are measured. Ministry staff and the public are able to gauge how well these strategies are working by comparing the performance targets below with the actual measured results.

Goal 1: Key transportation infrastructure is improved to drive economic growth and trade

Objective 1.1: Available provincial investment dollars are used as effectively as possible

Strategies

Key strategies for this objective include:

- Complete projects on budget and on time;
- Develop public-private partnerships in consultation with Partnerships BC, where appropriate;
- Capture value from surplus land to fund transportation improvements; and
- Secure federal funding for transportation projects in British Columbia.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
The percentage of projects that meet their budget and schedule	91%	90.6%	91.0%	92.0% ACHIEVED

Data Source: Ministry of Transportation. The data are approved budgets and schedules compared to actual expenditures and completion dates.

Discussion of Results

During 2007/08, the Ministry had over 700 active projects, of which 402 were planned to complete. Of the 402 projects planned to complete, 370 or 92 per cent were completed on time and on budget.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Private investment capital leveraged through public-private partnerships, plus defrayed or reduced costs from efficient land use	$120.9 M	$281.7 M	$153.3 M	$245.8 M EXCEEDED

Data Source: Ministry of Transportation, Partnerships Department. This performance measure includes contributions at the time of construction from non-provincial treasury sources, such as municipalities, Crown corporations, First Nations and the private sector. It also includes the financing of projects by the private sector under design-build-finance-operate contracts. It does not include contributions from the federal government, which are measured separately. The performance measure also includes the net value captured from land sales.

Discussion of Results

The target was exceeded. The contribution / recovery from partners and the land contribution are measured against the gross cost of capital projects. Results are based on financial contributions from partners, net revenue from land sales, independent valuation of other contributions, and estimates of the value of construction undertaken on design-build-finance-operate contracts.

The target did not fully account for the likely progress on public-private partnership projects overall being significantly ahead of schedule. Land revenue goals were exceeded.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Federal funding investment leveraged (capital).	$53 M	$76 M	$99 M	$81 M NOT ACHIEVED

Data Source: Ministry of Transportation. The reported federal contributions do not include funding available under the "Build Canada Fund" or Base Funding, cost-sharing programs announced in the Federal Budget 2007, as contribution agreements have not been concluded in the 2007/08 timeframe. These per capita and per jurisdiction based programs will support investment in the core National Highway Systems highways, public large-scale projects and small-scale municipal projects. B.C.'s share is $1.215 billion of which approximately $360 million may be available for highway projects.

Discussion of Results

Federal funding investment leveraged refers to the amount of federal funding secured through British Columbia/Canada contribution agreements for transportation improvements. The Ministry's ability to leverage federal funding is dependent on competing provincial (non-transportation) priorities, on the availability of matching provincial funding, federal funding allocation and prioritization practices.

The variance is due primarily to a restructured schedule for the South Fraser Perimeter Road Project, for which Canada has allocated funding under the Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund. The changes have resulted in less expenditures occurring in 2007/08 than originally anticipated, and more occurring in subsequent years. The project's targets in-service date in 2013 remains unchanged. The project is unable to proceed with implementation until a Canadian Environmental Assessment Act approval is obtained. This extent of the delay could not have been foreseen and is an anomaly.

The Ministry will diligently continue to pursue the conclusion of Contribution Agreements for federal cost-sharing.

Objective 1.2: Improved mobility for highways servicing major economic gateways

Strategies

Key strategies for this objective include:

- Improve mobility and reliability and reduce bottlenecks on major urban and rural trade corridors using partnership cost-sharing where feasible;
- Reduce congestion at inspections stations (formerly weigh scales) by relocating and/or redesigning them, and by using intelligent transportation systems (ITS) to process truck traffic more efficiently; and
- Reduce congestion at Canada/USA border crossings through the use of ITS initiatives.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Average commercial trucking travel speed between economic gateways (kilometres per hour).	71	69	73	70	73 EXCEEDED

Data Source: Ministry of Transportation, Highway Planning Branch. The data represent a large sample in terms of highway coverage (6,260 kilometres), data quantity (over 190,000 samples), temporal conditions (constant data from the peak summer and shoulder autumn seasons) and location (capturing both urban and rural conditions). Unreasonably low speeds were screened out. In the winter months, the average speeds may be higher because of lower rural traffic volumes, but weather conditions would also affect the results.

Discussion of Results

This measure has not changed since its initial development in 2005. The speed of approximately 1,500 heavy long-distance trucks is monitored as they travel on primary provincial numbered highways during August, September and October 2007.

Semi-truck with double stacked containers in the background.

In 2007, the actual performance exceeded the target by three kilometres per hour, and is the same as the previous year's performance. The average speed of 73 kilometres per hour is based on both urban and rural highway segments. Generally, speeds on urban highways are lower than the average, while speeds on rural highways are greater than the average.

The variance is not considered significant given the many factors that can affect truck travel time. In any case, the Ministry continues to advance significant investments to improve performance on trucking corridors.

Goal 2: British Columbia is provided with a safe and reliable highway system

Objective 2.1: Contractors maintain the provincial highway system to a high standard

Strategy

Fully implement and review the Contractor Assessment Program, a new procedure for administering the road and bridge maintenance contracts and assessing how well the contractors are delivering their services.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Rating of the maintenance contractors' performance using Contractor Assessment Program	92%	92%	92%	91% SUBSTANTIALLY ACHIEVED

Data Source: Ministry of Transportation, Construction and Maintenance Branch. Ratings measure whether the contractors exceed contract requirements based on the results of local and regional assessments and road user satisfaction ratings. Contractors that exceed basic requirements of 85% are entitled to a bonus. The performance measure is a provincial average of the combined summer and winter ratings for all 28 contractors in the province for the period between October 1, 2006 and September 30, 2007.

Discussion of Results

The target was substantially achieved. The winter of 2006/07 had unusually high levels of snowfall throughout the province which resulted in lower than normal road user satisfaction. Further, during the summer of 2007, some contractors experienced a fairly protracted labour dispute with their unionized employees. This resulted in lower ratings for these contractors and lowered the overall average. Regardless, the base maintenance services were delivered.

Highway shoulder maintenance — brush cutting

Objective 2.2: The main highway system is rehabilitated on a lowest life-cycle cost basis

Strategies

Key strategies for this objective include:

- Maintain the current condition of the main highway system (roads and structures) and mitigate the onset of deterioration in ways that provide the "least cost over the life-cycle" of the infrastructure; and
- Systematically assess the condition of the main highways to determine which needs should take priority in the annual resurfacing and structure rehabilitation and replacement programs.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Main Highway Condition: Lane kilometres of main highway rehabilitated each year	2,601	1,865	1,800	1,814 ACHIEVED

Data Source: Ministry of Transportation, Construction and Maintenance Branch. The data are measured in the field during program delivery.

Discussion of Results

This performance measure tracks the lane kilometres of highway rehabilitated during each fiscal year on the main highway system (all numbered highways). Typical activities include first time hard surface paving or seal coating, and resurfacing of existing paved surfaces by such means as overlay, hot-in-place recycling, mill and fill and surface sealing.

Objective 2.3: Improved road access for resource industries and rural residents

Strategies

Strategically invest in roadway rehabilitation and improvements, on the provincial side road system as follows:

- Heartlands Roads Program — $75 million per annum since 2004/05, $55 million in 2008/09 and $50 million in 2009/10;
- Heartlands Oil and Gas Road Rehabilitation Strategy — $42 million per annum for 2006/07 to 2008/09; and

- Support British Columbia's Mountain Pine Beetle Action Plan, through the strategic investment of $30 million per annum for three years, commenced in 2006/07.

Performance Results

Performance Measure	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Cumulative lane kilometres improved or to be improved in the stated programs	2,703	3,817	4,573	4,900	5,310 EXCEEDED

Data Source: Ministry of Transportation, Construction and Maintenance Branch. The data are reported lane kilometres of roads that were treated in 2007/08 which were measured in the field during program delivery.

Discussion of Results

The 2007/08 target was exceeded. The quantities include various treatments such as drainage improvements, base reconstruction and strengthening, gravelling and first time hard surfacing or resurfacing. The above quantities apply to the side road system only (all non-numbered highways). The Mountain Pine Beetle funding will be invested on both the main highway system (numbered routes) and on the side road system.

The Ministry will continue to hold the course on this performance measure and its strategies, the different project works proposed to be accomplished in each year come with different costs; and it is anticipated that in some years we will achieve more work than was originally anticipated when the cumulative accomplishments were set; while in other years we may achieve less.

Objective 2.4: Improved highway safety and reliability

Strategies

Key strategies for this objective include:

- Monitor highway safety and improve high-risk locations, in consultation with Regional Transportation Advisory Committees;
- Maximize highway safety and reliability through both safety focused enhancements and low-cost improvements, such as signs, lighting and lane markings; and
- Work with safety partners such as the Insurance Corporation of British Columbia, the RCMP and the Ministry of Public Safety and Solicitor General to develop a safety plan to achieve the targets established in the Canada-wide Road Safety Vision 2010.

Performance Results

Performance Measure	Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Crash reduction after construction on safety improvement capital projects	725 crashes	72 crash reduction from baseline	360 crash reduction from baseline	150 crash reduction from baseline	371 crash reduction from baseline EXCEEDED

Data Source: The crash data are gathered by the RCMP as part of their on-site accident investigation. The RCMP completes MV 6020 forms and passes those on to ICBC. The data for provincial roads are passed on to the Ministry and input into the Highway Accident System. Data reliability is dependent on RCMP attendance at crashes and the accuracy of the form completion.

Discussion of Results

The table compares the before and after crash reduction on a set of safety improvement capital projects on completion of construction. The baseline benchmark is 725 crashes measured over five years, averaging 145 crashes per year, for the candidate projects for the data period 1991 – 1995. This period was chosen due to superior data quality.

The target crash reduction for the year 2007/08 is 150 crashes from the baseline. Based on the collision data available, it was calculated that 371 crashes were reduced from the baseline benchmark over the average project completion time of 2.8 years. This overall reduction in crashes from the baseline is substantial and exceeds the target significantly.

It should also be noted that other road safety campaigns such as increased enforcement and driver education may also have contributed to collision reduction.

The Ministry has exceeded its projected target based on the available data. To determine a more representative safety performance, it is preferable to obtain five years of crash data as collisions are random events. It is estimated that most projects would have five years post construction collision data within the next two to three years. Based on the historical data, it is anticipated that the overall collision reduction will be close to the projected target in the long range. Therefore, the Ministry intends to continue with the same strategies.

Objective 2.5: Effective road safety enforcement, education and programs for the commercial transport industry

Strategies

- Establish and enforce standards that govern British Columbia's commercial transport industry;
- Improve commercial transport safety regulations;

- Work with other jurisdictions to co-ordinate and harmonize commercial transport and vehicle safety standards; and
- Introduce systems improvements to enhance the quality and timeliness of commercial vehicle safety data for law enforcement.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Variation from national average in out-of-service rate for commercial vehicles	+/- 2% of national average	+/- 2% of national average	+/- 2% of national average	+3.2% of national average NOT ACHIEVED

Data Source: The data are collected by commercial vehicle inspection staff across the country during the 72 hour Roadcheck which is held in June each year.

Discussion of Results

The out-of-service (OOS) rate is the percentage of commercial vehicles inspected at Roadcheck that are taken out of service for safety violations. Roadcheck is an annual North American-wide, 72 hour duration, commercial vehicle inspection exercise. The traditional performance measure is +/- 2% of the national OOS rate.

The target was not achieved. The national average out-of-service rate dropped while the provincial rate increased.

Performance Measures	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Provincial average out-of-service rate for commercial vehicles	18.9%	19.3%	+/- 2% of national average	21.8%
National average out-of-service rate for commercial vehicles	18.5%	20.3%	NOT APPLICABLE	18.6%

The national average is highly dependent upon the OOS figures from the provinces with the highest number of inspections during Roadcheck. For this reporting period, the ratio of inspections in B.C., as a component of the national total, was lower than previous years. As this is the first time that B.C.'s rate was above the two per cent variance, additional monitoring will be conducted to confirm whether this sample was an anomaly.

Goal 3: British Columbia's transportation industries become more globally competitive

Objective: Building on the British Columbia Ports Strategy as part of a Pacific Gateway Strategy

Strategies

Key strategies for this objective include:

- Ensure British Columbia's ports and airports are gateways for economic growth and development by providing a long-term plan; and
- Work closely with other levels of government and stakeholders where responsibilities may overlap.

Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Growth in container volume handled at west coast ports in TEUs (twenty-foot equivalent units)	2.14 million TEUs	2.30 million TEUs	2.64 million TEUs	2.52 million TEUs SUBSTANTIALLY ACHIEVED

Data Source: Figures for growth in container volumes are based on cargo traffic statistics reported annually by British Columbia's key trading ports. This includes the ports of Vancouver and Fraser River and the new port of Prince Rupert, which came online in the fall of 2007.

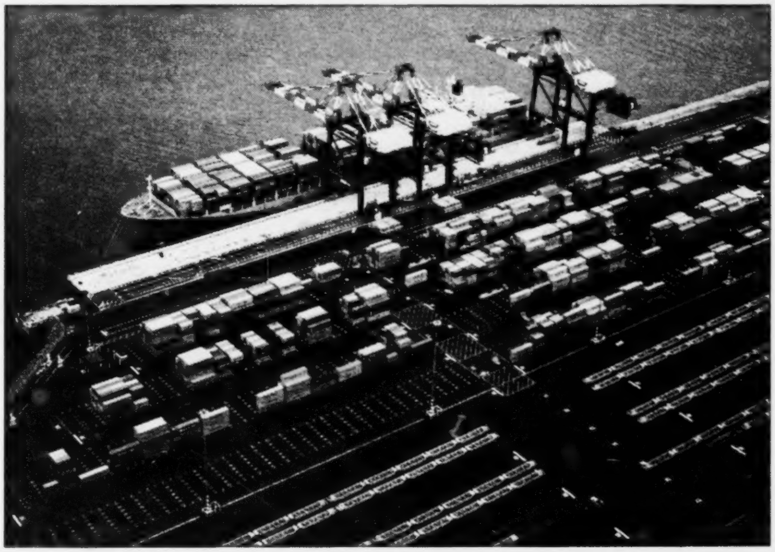
Discussion of Results

Container traffic is a key indicator of trade throughput at ports. Container traffic handled by British Columbia's key trading ports is listed from 2005 through 2007 in order to compare year-on-year growth. The observed increase in volume at B.C. ports over this period reflects continued growth in Asia-Pacific container traffic which is projected to increase 300 per cent by 2020.

For the reporting year of 2006, the container traffic target was based on a conservative growth rate of three per cent. Actual container traffic for 2006 significantly exceeded the 2006 target (at 13 per cent over 2005 volumes). As a result the performance measure baseline and growth targets for 2007 and onward were adjusted to obtain more accurate comparisons year-over-year and ensure consistency with the official forecast demand report in the *Pacific Gateway Strategy Action Plan.*

Total container traffic handled at B.C. ports in 2007 was 2.52 million TEUs, indicating a 9.6 per cent increase in container traffic over 2006 volumes. In the *British Columbia Ports Strategy*, container traffic in B.C. was projected to grow between six per cent and eight per cent annually through 2020. While 2007 container traffic volumes fell slightly short of the "high case" target of 2.64 million TEUs, the 9.6 per cent increase in traffic is higher than projected growth rates from the *British Columbia Ports Strategy* and higher than the growth rate of the previous one year period (7.5 per cent). The Port of Vancouver was also the only major port on the west coast of North America to experience growth in container traffic in 2007 and B.C.'s market share of Asia-Pacific container traffic increased by one per cent over 2006 (to 10.1 per cent). Overall, the container traffic and trends for 2007 through B.C. ports is a positive indicator of trade growth.

Growth in actual container traffic handled by British Columbia's key trading ports in 2008 is up 18 per cent over 2005 volumes of 2.14 million TEUs. The annual rate of container growth through B.C. ports is expected to continue increasing as new or expanded port terminal, and supporting road and rail network capacity is put in place. However the housing market correction and sub-prime lending issues in the United States will negatively affect trans-Pacific trade thus lowering container volumes from Asia and could result in lower than projected trade volumes through B.C. ports.



Port of Prince Rupert (Photo courtesy of CN)

Through the Pacific Gateway, the Ministry, in partnership with industry and other levels of government, continues to advance critical infrastructure, operational efficiencies and policy initiatives needed to meet long-term (2020) Asia-Pacific trade targets.

Goal 4: Excellent customer service

Objective: Excellent service is provided to all British Columbians

Strategies

- Undertake annual surveys of customer satisfaction and compare survey results with baseline data to ensure customer needs are met;
- Use survey results and public feedback to better understand various elements of customer expectations and levels of customer service provided through existing processes and procedures;
- Conduct focus group sessions with individual stakeholder groups to identify potential gaps in service delivery, and determine how to refine ways of doing business in order to better meet customer needs; and
- Evaluate results to determine how to adjust internal processes, procedures or communications to enable more rapid information exchange within and between Ministry business units to deliver enhanced customer service.

Performance Results

Performance Measure	CMT Baseline	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Customer Satisfaction Survey: Stakeholder satisfaction with existing Ministry services and delivery processes, rated on a scale of 1 to 5	3.89	4.04	4.10	4.00	4.09 EXCEEDED

Data Source: Ministry of Transportation. The Ministry conducted 1,730 surveys to internal and external clients throughout the province to ensure validity of the results. The key stakeholders surveyed include commercial highway operators, permit applicants, emergency services, resource industry, highway construction and maintenance companies, professional and technical consultants, real estate industry, business groups, First Nations, internal clients and general highway users.

Discussion of Results

The Ministry's customer satisfaction survey is based on the Common Measurement Tool (CMT), designed by the Institute for Citizen Centered Service. It is a survey framework designed to be administered by public-sector organizations to facilitate the measurement of citizen satisfaction.

Respondents were asked a common set of questions based on questions from the Common Measurement Tool as well as a series of non-Common Measurement Tool questions relating to communication and service delivery. Measuring stakeholder satisfaction is a critical means of measuring the Ministry's success in improving service quality.

The 2007 survey results allowed the Ministry to benchmark service delivery changes with all business unit, district and regional stakeholders while measuring customer satisfaction against previous year performance and projected targets. The result indicated above was a weighted average of the five key customer satisfaction questions.

Recent survey results suggest that the Ministry is succeeding in its efforts to improve service quality. The Ministry is using the survey results to identify areas and processes that could be reviewed to improve service delivery. Specific areas identified the need for online access for permits, and the Ministry is in the process of implementing online permitting for some of the core business areas.

Report on Resources

Ministry of Transportation

Core Business Areas	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses ($000)[1]					
Transportation Improvements	19,525	0	19,525	17,310	(2,215)
Public Transportation	382,371	985	383,356	383,618	262
Highways Operations	463,805	0	463,805	463,786	(19)
Commercial Passenger Transportation Regulation	2,578	0	2,578	2,430	(148)
Executive and Support Services	13,568	0	13,568	15,688	2,120
Total	**881,847**	**985**	**882,832**	**882,832**	**0**
Full-time Equivalents (FTEs)[2]					
Transportation Improvements	363	0	363	303	(60)
Highways Operations	962	0	962	950	(12)
Commercial Passenger Transportation Regulation	23	0	23	22	(1)
Executive and Support Services	101	0	101	109	8
Total	**1,449**	**0**	**1,449**	**1,384**	**(65)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)[3]					
Transportation Improvements	676	0	676	988	312
Highways Operations	8,136	0	8,136	6,153	(1,983)
Commercial Passenger Transportation Regulation	400	0	400	0	(400)
Executive and Support Services	20	0	20	64	44
Total	**9,232**	**0**	**9,232**	**7,205**	**(2,027)**
Other Financing Transactions ($000)[4]					
Public Transportation	**17,885**	**5,700**	**23,585**	**23,585**	**0**
Revenue ($000)[5]					
Total Receipts	**99,661**	**0**	**99,661**	**103,501**	**3,840**

[1] The Ministry manages its operating budget to the bottom line by monitoring expenditures during the year, identifying potential savings and cost pressures, and reallocating funds accordingly. The Ministry accessed government contingency for $0.985 million for Coastal Ferry Services social programs.

[2] FTE staff usage was 65 under budget due largely to recruitment lag.

[3] The Ministry CRF capital budget was under expended largely due to the deferral of systems equipment purchases and the timing of vehicle acquisitions.

[4] Prepaid Capital Advances are made to support Public Transportation around the province. The Ministry advanced $5.7 million from fiscal 2008/09.

[5] Revenue was $3.8 million higher than expected due to higher than anticipated Coquihalla Toll and inspection station permit revenues.

BC Transportation Financing Authority

2007/08	Total Estimated	Actual	Variance
Revenue ($000)			
Dedicated Taxes[1]	442,000	437,556	(4,444)
Amortization of deferred contributions[2]	151,107	161,906	10,799
Other revenue[3]	56,943	66,866	9,923
Total	**650,050**	**666,328**	**16,278**
Expenditures ($000)			
Amortization	322,213	330,656	8,443
Interest[4]	197,040	181,305	(15,735)
Interior and rural side roads[5]	35,000	32,259	(2,741)
Grant programs[6]	132,745	134,117	1,372
Operations and administration[7]	43,502	59,037	15,535
Total	**730,500**	**737,374**	**6,874**
Net Earnings (Loss) ($000)			
Net Earnings (Loss)	**(80,450)**	**(71,046)**	**(9,404)**
Capital Plan ($000)[8]			
Transportation Improvements	**943,495**	**808,127**	**(135,368)**

[1] Dedicated taxes include 6.75 cents per litre motor fuel tax and a provincial sales tax on short-term car rentals of $1.50 per day.

[2] Contributions towards capital assets are deferred and amortized to income at the same rate as the related highway infrastructure is amortized to expense.

[3] Other revenue includes interest, property and economic development revenues.

[4] Interest on borrowing used to finance construction work in progress is capitalized. Upon completion, related interest costs are expensed. The variance is due to less borrowing than anticipated and lower interest rate.

[5] Improvements to interior and rural side roads are included in capital expenditures; repairs are expensed. Total interior and rural side roads program is $75 million per year to the end of 2007/08, $55 million for 2008/09 and then $50 million every year thereafter. The split between capital and repairs in 2007/08 is approximately 50/50.

[6] Grant programs include grants paid under the transportation partnerships program for ports, airports, cycling infrastructure, and the provincial contribution to the Canada Line rapid transit project.

[7] Operations and administration expenditures include public-private-partnerships project performance payments, inland ferries operations and maintenance, and write-down and/or disposal of assets. The variance is mainly due to the devolution of highways.

[8] Capital Plan numbers are net of federal funding.

Complete BC Transportation Financing Authority Financial Statements are available at: www.th.gov.bc.ca/publications/ministry_reporting/BCTFA/07-08_financial_statement.pdf.

Major Capital Projects

Kicking Horse Canyon

Objective: Upgrade the 26 kilometre section of the Trans-Canada Highway to a modern, four-lane standard from the junction of Highway 95 at Golden to the western boundary of Yoho National Park. This corridor was originally constructed throughout the 1950s and is mostly two lanes wide. It is an important route for tourism and inter-provincial trade, serving as a gateway between British Columbia and the rest of North America.

Additionally, by connecting remote resource extraction sites with processing, manufacturing and distribution centres, this portion of the Trans-Canada Highway is a key part of our province's resource economies, particularly forestry and mining.

The Kicking Horse Canyon Project now has four phases, of which the first two, Yoho (5-Mile) Bridge and Park (10-Mile) Bridge are complete and in use.

Costs: Construction of the first phase of the Kicking Horse Canyon project was undertaken by the Ministry. Construction of the second phase was undertaken through a 25-year performance-based public-private partnerships. The capitalized value for the first two phases has been recorded at $207 million. This includes the construction costs incurred directly by the Ministry, an estimate of the private partner's construction costs and interest costs during construction.

Phase 1, Yoho (5-Mile) Bridge (cost $64 million): The cost of this work was shared with the Government of Canada under the Strategic Highway Infrastructure Program. The federal portion was $21 million and the provincial portion was $43 million. Construction reached substantial completion in November 2006.

Phase 2, Park (10-Mile) Bridge (cost $143 million): This project was delivered under a public-private partnership agreement, using a design-build-finance-operate contract.

Construction commenced in November 2005 and substantial completion was achieved in August 2007, 21 months ahead of schedule. The cost of this work was shared with the Government of Canada under the Canadian Strategic Infrastructure Fund. The federal portion was $62.5 million and the provincial portion was $80.5 million.

Phase 3 (estimated cost $134.5 million): Federal cost sharing has been secured under the Building Canada Fund for the next phase of the project, upgrades from east of Golden to 5-Mile and 10-Mile to Yoho National Park.

Note: The fourth phase will consist of upgrades to the Highway 95 interchange and the challenging and costly tunnel segment. The full scope of improvements likely will be made over the longer term, outside the three-year scope of the most recent service plan, dependent on federal funding availability. Preliminary engineering work is underway.

Benefits:

- Safer roads and increased capacity on a critical provincial and national gateway;
- Fewer road closures due to slides and accidents;
- Replacement of two major structures that are nearing the end of their service lives; and
- Economic development through increased tourism and more efficient movement of goods and services.

Risks:

- Challenging climatic and geographic conditions; and
- Managing traffic during construction.

William R. Bennett Bridge

Objective: Construct a new five-lane floating bridge to replace the existing 50-year-old bridge which is now at the end of its economic and useful life, and reduce the increasing traffic congestion in Kelowna. A competitive procurement process resulted in the selection of SNC-Lavalin as the private partner to design, build, finance and operate the new bridge and related improvements to the highway approaches.

Costs: Construction of the William R. Bennett Bridge project was encompassed in a 30-year performance-based public-private partnership between the Ministry and SNC-Lavalin. The capitalized value of the new bridge and east approach improvements is projected to be $185 million. This includes costs incurred directly by the Ministry, an estimate of the private partner's construction costs for the base requirements and additional capital works undertaken (as determined by the private partner and without an increase in the Province's financial obligations under the 30-year contract) to defray future maintenance and rehabilitation costs, the cost of decommissioning the existing bridge and interest costs during construction. The bridge opened for traffic in May 2008, over three months ahead of schedule.

Benefits:

- Improved safety;
- Reduced congestion and travel time;
- Reliable 75-year life for new bridge; and
- Economic development through more efficient movement of goods and services.

Risks:

- Engineering and construction challenges for this unique floating structure; and
- Environmental risks within Okanagan Lake and archaeological risks on shore.

Installing the final pontoon section of the bridge.

Sea-to-Sky Highway

Objectives: Improve safety, reliability and capacity of the Sea-to-Sky Highway which links communities from West Vancouver to Whistler. During construction, maximize predictability and minimize disruption for travellers. When complete, the improvements will make travel along the corridor safer and more reliable for residents, commuters, and visitors.

Costs: The Ministry chose a combination of procurement methods to deliver the highway improvements on the Sea-to-Sky corridor. Approximately two-thirds of the estimated capital costs for the overall project are being undertaken through a 25-year performance-based public-private partnership between the Ministry and the S2S Transportation Group. The capitalized value of all improvements is projected to be $796 million. This includes the construction costs incurred directly by the Ministry, an estimate of the private partner's construction costs for base requirements and for additional capital works undertaken (as determined by the private partner and without an increase in the Province's financial obligations under the 25-year contract) to defray future maintenance and rehabilitation costs, and interest costs during construction. As of March 2008, the project is about 70 per cent complete and is on schedule for completion by fall 2009.

Learn more about the project at www.seatoskyimprovements.ca.

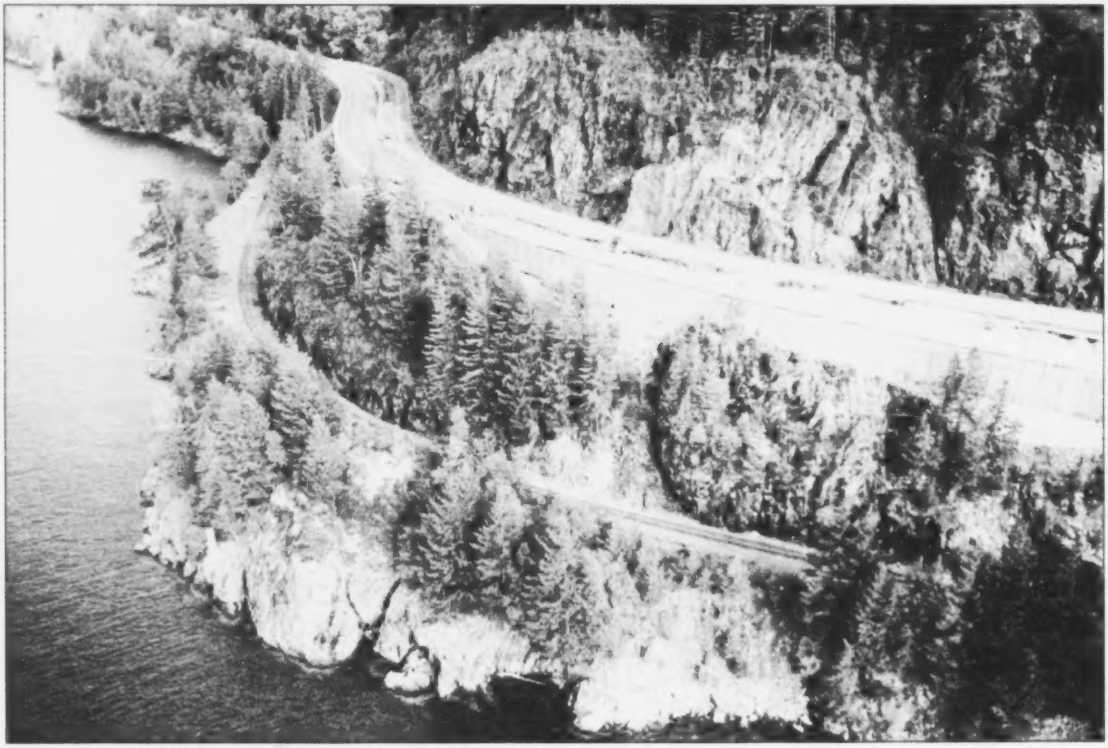
Further information about the Concession Agreement and the Province's capital investment, visit: www.partnershipsbc.ca/files/project-seatosky.html.

Benefits:

- A safer road;
- Increased capacity;
- Improved reliability with fewer road closures due to slides and traffic incidents; and
- First Nations' participation and opportunities.

Risks:

- Difficult terrain and unstable areas that the highway crosses;
- The need to keep a large volume of traffic flowing while carrying out the improvements; and
- The need to address municipal, community and environmental issues.



Mechanically stabilized earth walls to widen highway north of Lions Bay.

Pitt River Bridge and Mary Hill Interchange/Lougheed Highway Interchange

Objective: Construct a new high level bridge to replace the existing Pitt River swing bridges connecting Pitt Meadows to Port Coquitlam. Construct a new interchange at the west end of the new bridge and provide intersection improvements to Lougheed Highway and Kennedy Road.

Construction is underway and on target for completion in late 2009.

Costs: The bridge and interchange project is estimated to cost $198 million. The federal government has committed $90 million for the project. Total expenditures for fiscal 2007/08 were approximately $41 million.

Benefits:

- Elimination of traffic congestion, delays, and capacity limitations during peak travel periods;
- Accommodation of future traffic demands stemming from regional growth, development of Dominion Triangle and Burke Mountain, and TransLink's new Golden Ears Bridge;
- Increased road safety through greater traffic separation;
- Improved goods movement with better access to CP Rail's Pitt Meadows inter-modal yard;
- Reduced interference with marine traffic; and
- Improved marine habitat through a reduction in the number of bridge piers in the river, allowing for restoration of riparian habitat.

Risks:

- Potential for construction activity due to the need to keep a large volume of traffic moving;
- Shortages of skilled labour and increasing world prices for construction materials, and the impact of these on the cost of construction; and
- Protection of third-party utilities in extremely soft soils.

South Fraser Perimeter Road

Objective: The South Fraser Perimeter Road Project, approximately 40 kilometres long, is a new four-lane, 80 kilometres per hour route along the south side of the Fraser River extending from Deltaport Way in Southwest Delta to 176th Street (Highway 15), with connections to Highway 1, and to approximately 184th Street in Surrey where it will link with TransLink's new Golden Ears Bridge.

Following environmental certification, early construction will commence in summer 2008. Project completion is scheduled for 2012.

Costs: The overall cost of the project is estimated at $1 billion. A federal contribution of $365 million was committed in May 2007. Expenditures for fiscal 2007/08 are approximately $84 million.

Benefits:

- Improved movement of people and goods through the region via enhanced connections to the Provincial highway network;
- Reduced east-west travel times, particularly for heavy truck movements by providing a continuous highway along the south side of the Fraser River;
- Improved access to major trade gateways and industrial areas, and enhanced development in designated industrial areas along the south side of the Fraser River;
- Improved safety and reliability; and
- Restored municipal roads as community connectors by reducing truck traffic on municipal road networks.

Risks:

- Risk of contamination of some sites with soft soils, which will require mitigation and may preclude re-use of those soils on site;
- Construction in soft soils (preloading in some areas may take over two years to settle);
- Property cost escalation in key areas due to rapidly expanding development. About half of the 520 total required properties have been acquired; and
- Shortages of skilled labour and increasing world prices for construction materials, and the impact of these on the cost of construction.

Port Mann Bridge/Trans-Canada Highway

Objective: The Port Mann/Highway 1 project includes widening the highway, twinning the Port Mann Bridge, upgrading interchanges and improving access and safety on Highway 1 from the McGill interchange in Vancouver to 216th Street in Langley, a distance of approximately 37 kilometres.

In keeping with the Provincial Transit Plan and commitment to alternative transportation, the pre-design concept includes congestion-reduction measures such as high occupancy vehicle lanes, transit and commercial vehicle priority access to highway on ramps, improvements to the cycling network and a toll on the Port Mann Bridge. As well, the new Port Mann Bridge will be built to accommodate future light rail transit. The project will also provide for a Highway 1 RapidBus service, a joint initiative of the Province and TransLink.

Costs: The bridge and highway project, projected to be completed in 2013, is estimated at $1.7 billion. Approximately $36 million was spent in fiscal 2007/2008.

Benefits:

- Reduced congestion;
- Improved safety and reliability;
- Improved local connections across the highway;
- Improved access to and exit from the corridor; and
- Implementation of congestion reduction measures to maintain corridor efficiency and increase transportation choice.

Risks:

- Shortages of skilled labour and increasing world prices for construction materials, and the impact of these on the cost of construction; and
- Traffic management during construction on B.C.'s busiest highway.

Transportation Investment Plan

Transportation Investment Plan	2007/08 Expenditures ($ millions)
Rehabilitation	151
Interior and Rural Side Roads	65
Heartlands Oil and Gas Road Rehabilitation	35
Mountain Pine Beetle Strategy	27
Highway 1 — Kicking Horse Canyon	22
Sea-to-Sky Highway	158
William R. Bennett Bridge	65
Border Crossing Infrastructure	42
Gateway Program	161
Okanagan Valley Corridor	11
Cariboo Connector Program	12
Other Highway Corridors and Programs	102
Airports and Ports	11
Canada Line Rapid Transit Project	118
Environmental Enhancement Fund	2
Total Provincial Investment	**982**

Highway Rehabilitation — During 2007/08, $151 million was invested in resurfacing our provincial highways, rehabilitating or replacing bridges and other structures, seismic retrofits, and various safety improvements.

Interior and Rural Side Roads — In 2007/08, $65 million was invested in making the northern and rural road network safer and more reliable, and improving connections between communities.

Heartlands Oil and Gas Road Rehabilitation Strategy — Approximately $35 million was invested in 2007/08 on rehabilitating the existing public road infrastructure in the northeast region of the province to help eliminate seasonal road restrictions and extend the winter drilling season for oil and gas exploration, thereby attracting new investment and creating jobs. This rehabilitation is being done in partnership with the Ministry of Energy, Mines and Petroleum Resources.

Mountain Pine Beetle Strategy — In 2007/08, $27 million was invested in roads under the Ministry's jurisdiction, in areas impacted by the mountain pine beetle timber harvest. These funds were invested in improving roads to facilitate harvest activities, and on rehabilitating or improving the safety of provincial highways impacted by the significantly increased volume of truck traffic generated by the accelerated harvest of mountain pine beetle killed timber.

Border Crossing Program — Approximately $69 million was invested in 2007/08 on projects to enhance the free flow of goods through British Columbia's busiest border crossings to keep international trade moving and the economy strong. Of this, $27 million was recovered from the federal government and other sources. The program's multi-year projects will be cost-shared with the federal government until their completion in 2008/09.

Gateway Program — Delivering a program of road and bridge improvements along and across the Fraser River to address congestion and improve the movement of goods, people and transit throughout Metro Vancouver. The program represents an investment of about $3 billion over 10 years. Projects include:

- South Fraser Perimeter Road, a new 40 kilometre east-west route along the south side of the Fraser River;
- North Fraser Perimeter Road, a set of improvements to existing roads from Coquitlam to Maple Ridge, including the Pitt River Bridge project; and
- Port Mann Bridge/Highway 1, which involves twinning the Port Mann Bridge, upgrading interchanges, and improving access and safety along Highway 1 from Vancouver to Langley.

Okanagan Corridor Improvements — In addition to replacing the Okanagan Lake Bridge with the new William R. Bennett Bridge, trade and tourism will be supported through projects to reduce congestion. These projects include four-laning of Highway 97 between Summerland and Peachland, upgrading Highways 97 and 33 within Kelowna, and four-laning Highway 97A north of Vernon to Armstrong. The UBC Okanagan Flyover Project, a partnership with the City of Kelowna and University of British Columbia, was the most significant construction project put in service during the 2007/08 fiscal year.

Cariboo Connector — Widening the 460-kilometre portion of Highway 97 from Cache Creek to Prince George will increase safety and decrease travelling times while providing northern communities with a first-class trade corridor that meets the needs of a rapidly expanding economy. Phase 1, a $200 million improvement program was initiated in 2005/06 with approximately $12 million invested in 2007/08.

Other Highway Corridors and Programs — Investments totalling $102 million were made in 2007/08 improving the performance of highway corridors through projects such as passing lanes, four-laning, left turn slots, realignments and safety upgrades; including $65.5 million spent on interest-during-construction, procurement expenses for design-build-finance-operate projects, and other transportation programs.

Transportation Partnerships Program — Approximately $11 million was invested in 2007/08. This amount includes the final $8 million of a $30 million contribution to Phase 1 of the container handling facility at the Port of Prince Rupert, the closest port in the Americas to the rapidly growing Asia-Pacific market. Other contributions were made to modernize airports and improve cycling infrastructure across British Columbia to help boost tourism, create jobs and enable the realization of other economic opportunities. The Ministry continues to reserve funds each year that combined with contributions from other funding partners provides significant benefits to regional economies. A portion of this program funding is directed to cost-sharing the development of cycling networks to make sure there is the infrastructure needed to make cycling a safe and convenient option for commuters.

Galloping Goose Trail Victoria.
(Photo — Capital Bike & Walk Society)

Canada Line — The Canada Line is a jointly-funded (B.C. Government, Vancouver International Airport, Federal Government and the Greater Vancouver Transportation Authority (GVTA)) rail-based rapid transit line that will link central Richmond, the Vancouver International Airport and Vancouver's downtown business district. The project is deliverable by the GVTA through its subsidiary, Canada Line Rapid Transit Inc. The Province is committed to making $435 million in contributions; $118 million was invested in the project in 2007/08.

Environmental Enhancement Fund — Investments of $2 million for 50 completed projects throughout the province that directly restored, protected and enhanced environmental resources linked to the provincial highway infrastructure. Projects included restoration of fish passages at highway stream crossings to help fish runs such as Pacific salmon return to their former levels, acquisition and protection in-perpetuity of environmentally sensitive properties, big game translocations to reduce wildlife accidents and fish and wildlife habitat enhancements such as construction of habitat ponds and channels.

Annual Service Plan Report Appendix

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